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RECOVERY AND RECONSTRUCTION PLAN

CITY OF LOS ANGELES
MAY 1991



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FORWARD

In 1987 the City of Los Angeles Emergency Operations Organization (EOO) launched an unprecedented and innovative process of planning for post-earthquake recovery and reconstruction. The Mayor and Director of the EOO brought together representatives from the City Council, over 35 City departments, various relevant academic fields, and key outside agencies into functional working groups to confront the key planning issues. (See Background and Introduction Section.) This multi-agency, team approach is the cornerstone of the entire planning process and ensures a Citywide perspective is introduced into the complexities of post-earthquake recovery and reconstruction planning.

The draft Recovery and Reconstruction Plan is based on the following premise: Successful recovery and reconstruction is dependent on systematic pre-earthquake planning for the restoration of services, housing and economic livelihood, and for guiding redevelopment and land use decision making. The draft Plan is therefore comprised of policies and action programs dealing with these topics in both the pre-event and post-event periods. These policies and programs are continually refined as the City learns about "what works" through studying the recovery process of disaster impacted communities and conducting recovery training exercises.

Over one-half the action items included in the Plan are pre-event, e.g., structural and nonstructural mitigation projects and programs, identification of temporary trash disposal sites, and analysis and assessment of various economic recovery strategies. City agencies and departments are already developing the factual basis and analyses needed for post-event decisions. Policymakers in the Council and elsewhere, to a large extent, then will be spared the uncertainty and stress of making uninformed decisions in a chaotic post-disaster environment.

Virtually every City agency, office or department has a defined role in the Recovery and Reconstruction Plan. Under the Emergency Operations Ordinance, the City EOO is responsible for coordinating the planning process, and, once the draft Plan is approved by the Mayor and Council, managing its implementation. The City EOO is therefore involved in the entire disaster cycle --preparedness, response and recovery and reconstruction.

City of Los Angeles
EMERGENCY OPERATIONS ORGANIZATION

DIRECTOR
MAYOR

CITY COUNCIL

EMERGENCY OPERATIONS BOARD

DEPUTY DIRECTOR AND BOARD CHAIRMAN

Chief of Police

EMERGENCY OPERATIONS COORDINATOR AND BOARD VICE CHAIRMAN

City Administrative Officer

LEGAL ADVISER

City Attorney

BOARD MEMBERS

General Manager Fire Department
General Manager Building & Safety
General Manager Personnel Department
Chief, Public Works Division

General Manager Department of Recreation and Parks
General Manager Department of Transportation
General Manager Department of General Services
General Manager Department of Water and Power

EMERGENCY MANAGEMENT COMMITTEE (EMC)

COMMITTEE CHAIRPERSON AND BOARD EXECUTIVE ASSISTANT

Chief Administrative Analyst, Office of the City Administrative Officer

COMMITTEE MEMBERS

(Staff Representing)

Department of Airports
Animal Regulation Department
Building & Safety Department
Chief Legislative Analyst
City Administrative Officer
City Attorney
City Clerk
Community Redevelopment Agency

Environmental Affairs
Fire Department
Department of General Services
Harbor Department
Information Services Department
Library Department
Office of the Mayor
Personnel Department

City Planning Department
Police Department
Department of Public Works
Department of Recreation & Parks
Department of Telecommunications
Department of Transportation
Department of Water and Power

American Red Cross
Los Angeles Unified School District

U.S. Coast Guard
Southern California Gas Company

Los Angeles County CAO
Army Corps of Engineers

EMC SUBCOMMITTEES

Budget
Communications
Computerization
Damage Assessment
Dehydrated Foods
EOC Facilities

Legislative
Master Plan
Media Task Force
Policies and Procedures
Recovery and Reconstruction
Task Group on Hazardous Materials

Shelter Management
Training
Transportation
Utilities
Volunteers

I. BACKGROUND AND INTRODUCTION

I. Background and Introduction

The catalyst for the development of a City of Los Angeles Recovery and Reconstruction Plan is in the geology of this region and its potential for major damaging earthquakes. Scientific studies indicate a high probability of moderate and large magnitude earthquakes shaking the Los Angeles region over the next 20-30 years. A recent U.S. Geological Survey report estimates a 10% probability of a 7.5+ magnitude event on the southern portion of the San Andreas Fault within five years, with a 60% probability within 30 years. Numerous smaller faults located within or near the City -- including the Newport-Inglewood Fault, the Elysian Park system, and others that are still undiscovered -- also pose an unquantified threat of potentially damaging earthquake events similar to those which occurred in 1933, 1971 and 1987.

Seismic Policy and Programs in the City of Los Angeles

With the 1971 San Fernando earthquake, the City of Los Angeles initiated a framework for seismic policy and programs which has continued to evolve over the past two decades. The Mayor and the Council adopted ordinances requiring improved earthquake design of certain classes of new high rise buildings and retrofitting of some 8,000 unreinforced masonry buildings.

A Seismic Safety Element was also adopted as part of the City General Plan. This Element established wide ranging policies and outlined programs to improve earthquake safety in existing structures and require construction of new development according to improved standards.

The Mayor and City Council adopted an ordinance which centralized the direction and control of local emergency preparedness and response activities into the Emergency Operations Organization (EOO). The EOO is a multi-disciplinary team of City agencies which is directed by the Mayor and administered by the Emergency Operations Board (EOB), comprised of the general managers of key City departments. (See Organization Chart in the Forward.) The ordinance also defined the related emergency preparedness and response functions of City departments and personnel.

The Emergency Operations ordinance was subsequently amended to create a Division whose responsibilities include: coordinating the development and, upon Mayor and Council approval, the implementation of a Recovery and Reconstruction Plan; and, developing recommendations concerning related policies and necessary legislation. The entire range of emergency preparedness, response and recovery activities is now an on-going, annually funded operation of government in the City of Los Angeles.

Significance of the PEPPER Study

As the framework of City seismic policy and programs emerged in Los Angeles and, more generally, in the State of California, attention also was focused on the then comparatively novel concern of pre-planning and preparing for post-earthquake recovery and reconstruction. In 1987 William E. Spangle and Associates released a study, Pre-Earthquake Planning for Post-Earthquake Rebuilding, (PEPPER) which became the theoretical foundation for the City of Los Angeles recovery and reconstruction planning effort. This study documents research initiated to evaluate the feasibility and practical limits of pre-earthquake planning for rebuilding.

The authors of the study concluded the high annual probability of a damaging earthquake in Los Angeles justifies a continuing program of pre-earthquake planning for post earthquake recovery. They recommended the planning process include periodic re-evaluations of anticipated problems and necessary responses, and development of policies and procedures for post-earthquake land use planning and rebuilding.

The authors also recommended the City establish a Rebuilding/Recovery Team to be activated immediately following a major disaster. To function effectively, this Team would require a well defined role, responsibility and authority for rebuilding/restoration, as well as pre-established guidelines to follow. A model earthquake recovery program was offered, as well as a model ordinance for a rebuilding/recovery organization which would be established prior to an earthquake(s). Although focused on the City of Los Angeles, the authors of the PEPPER study anticipated the results of this study would be of value to many other disaster prone cities, particularly those in large metropolitan areas.

The City of Los Angeles adopted many of the recommendations contained in the PEPPER study. The process through which this occurred and the draft Recovery and Reconstruction Plan which was developed is described in more detail below.

Recovery and Reconstruction Planning Process

1. Development of a Recovery and Reconstruction EOO Subcommittee and Basic Planning Issues

A Recovery and Reconstruction Subcommittee was established within the EOO. This Subcommittee was charged with developing a work program which would address the major recovery and reconstruction problems anticipated to follow from a damaging earthquake. These included, but were not limited to, the

following:

- * Large numbers of damaged buildings and other facilities;
- * Economic losses by the City and private sector;
- * Geological conditions that pose serious hazards to the continued use of land areas;
- * Disruption of City operations;
- * Damaged roads, bridges, and utility systems; and
- * Medical and psychological impacts on the population.

The problems identified were also recognized to involve urgent short-term efforts such as damage assessment, debris removal, temporary relocation of residents and businesses, immediate restoration of services, and immediate abatement of extreme structural hazards.

Long-term tasks would involve repair or reconstruction of damaged buildings, permanent reestablishment of City and private sector operations, long-term hazard mitigation and land use planning, and repair of damaged utility systems. Long-term recovery efforts may extend for 10 or even 20 years. The Olive View Hospital, for example, was damaged in the 1971 San Fernando earthquake and was not re-opened for use until 1987 -- 16 years later.

Underlying both short- and long-term recovery efforts would be the problems of providing for the financial aspects of the recovery effort.

To address the concerns outlined above, the Recovery and Reconstruction Subcommittee prepared a work program that included the following components:

- * Policies and Programs (Actions)
- * Legislative Policy
- * Administrative Regulations
- * Resource Inventory and Requirements
- * Hazards Vulnerability
- * Organization and Authority

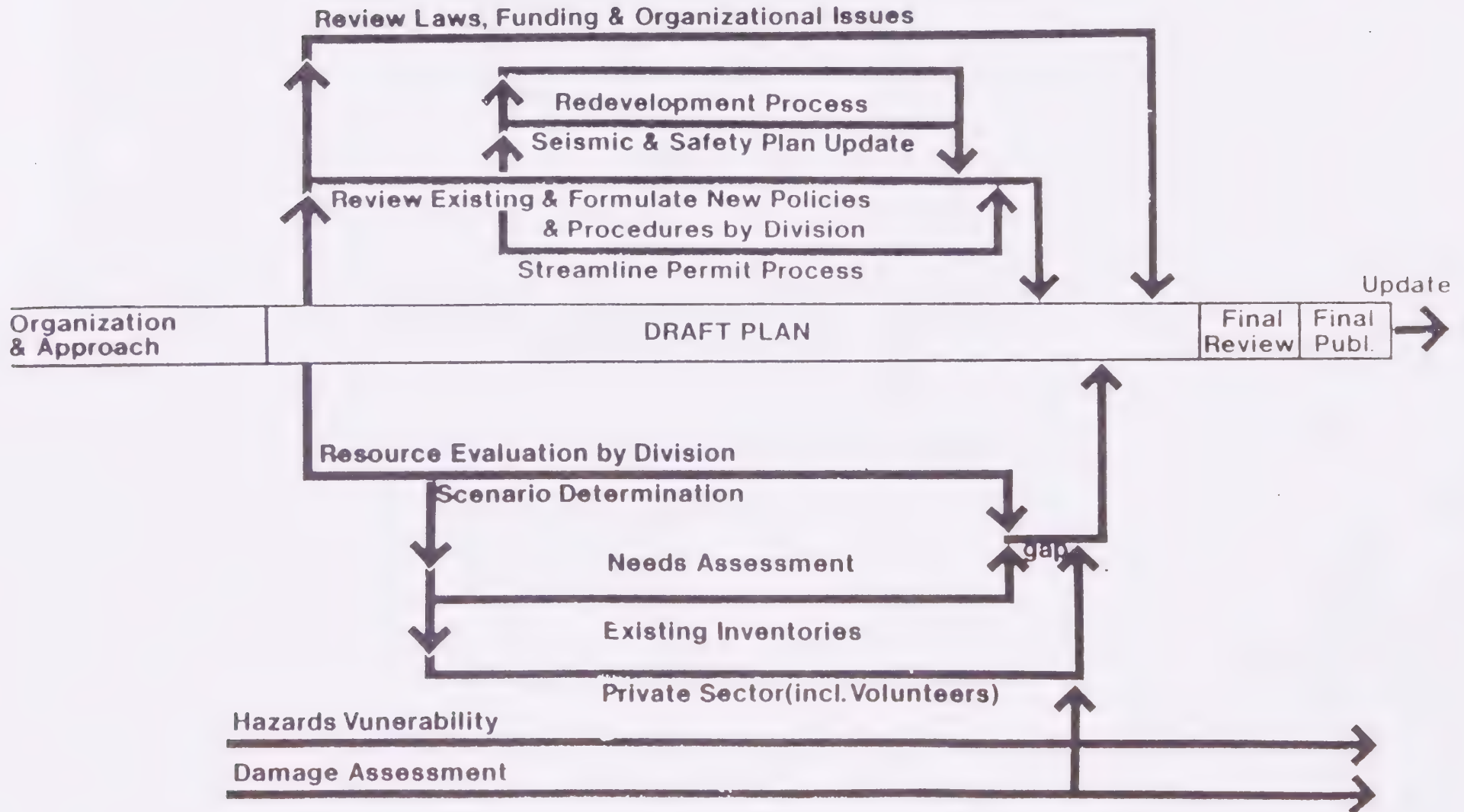
These components were ultimately addressed in the Recovery and Reconstruction Plan. The entire work program is depicted in Diagram #1 on the next page.

2. December 1988 Workshop

A management level workshop was held for personnel from the City and those outside agencies that work closely with the City in emergency planning. The workshop brought together policy-level officials and key staff in a retreat environment to develop policy and planning issues regarding recovery and reconstruction. Participants were asked to evaluate and revise recovery and reconstruction materials developed prior to the workshop.

DIAGRAM 1

RECOVERY & RECONSTRUCTION PLAN WORK FLOW



Workshop participants were divided into six groups consisting of a Policy Group and five working groups. The Policy Group was composed of EOB members and other General Managers. This Group met separately and had ultimate responsibility for overall policy formulation and approval of the City post-earthquake recovery and reconstruction policies and plans. The Group's general task was to review the materials produced by the working groups, recommend revisions, and approve the final product.

All other participants were divided into work groups which addressed specific issue areas. Since the time available to Workshop participants was limited, only issues for which the City would bear primary responsibility were included in this planning process.

Each of the five working groups was given a discussion paper for its assigned policy area. The paper identified the issues, specific concerns to be addressed, existing policies and procedures, and tentative ideas for new policies, plans or procedures. The task of the five working groups was to evaluate the draft materials and develop appropriate revisions and recommended changes. The recommended policies and actions were formulated in the context of expected damages, as discussed in each policy discussion paper. A group spokesperson then presented these recommendations to the Policy Group for discussion and appropriate action.

The five issue areas which formed the basis for the City draft Recovery and Reconstruction Plan are as follows:

Work Group 1 - Organization and Authority

Work Group 2 - Residential, Commercial, and Industrial Rehabilitation

Work Group 3 - Public Sector Services

Work Group 4 - Economic Recovery

Work Group 5 - Land Use/Re-Use

Under each of these issue areas, policies and action or implementation programs are defined. The "lead" and other agencies responsible for each of the action programs are also noted.

3. Follow-up from the December 1988 Workshop

Following the December workshop and throughout the Spring, the same work groups were charged by the EOB to further develop and refine the policies and actions under the coordination of the

Recovery and Reconstruction Committee Chairman with support from the Southern California Earthquake Preparedness Project (SCEPP). The Recovery and Reconstruction Subcommittee and Workshop Planning Team provided progress review and direction during this period.

VSP Associates, Inc, under contract to SCEPP, was directed to provide a critique of the Recovery and Reconstruction Plan. The purpose of the critique was to: help the City further develop its Plan, provide independent assessment of the work on the Plan to date, and support VSP preparation of general recovery planning guidelines which SCEPP would later provide to local governments.

4. September 1989 Arrowhead Workshop and Beyond

At the September 1989 Arrowhead Workshop, draft policies and action programs were tested, developed and further refined. The Emergency Operations Board (EOB) directed two new sections, Psychological Rehabilitation and Vital Records, be added to the Plan.

A revised draft Recovery and Reconstruction Plan was presented to the EOB in November which incorporated the new recommendations developed at the 1989 Workshop. Departments were given a 60 day review period.

At the January 1990 EOB meeting, the Board directed all "lead" departments to prioritize their action programs and commit to a time schedule for their implementation. The following criteria were used as a guide for developing departmental priorities.

- a. Does the action item serve to further implement Executive Directive No. 54? (This Directive is concerned with ensuring City departments have the capacity to quickly resume business in the aftermath of a major disaster.)
- b. Does the action item address life safety concerns?
- c. Is the subject of the action item one which clearly "drives" the recovery process? Does the action item facilitate public and/or private sector recovery?
- d. Can staff make substantial progress in implementing the action item within one year, or does it involve complex issues which will require a long time to resolve?

The draft Recovery and Reconstruction Plan has subsequently again been revised to reflect departmental priorities.

5. Conclusion

The draft Recovery and Reconstruction Plan continues to be refined and expanded. Various areas of the draft Plan still must be completed and the issues raised by consultants and others resolved. Another source of change and update is in City studies

of the recovery process of other disaster impacted communities and the lessons learned from its recovery training exercises. The Loma Prieta Earthquake, for example, underscored the need for more attention to interjurisdictional issues, traffic mitigation and public information plans. The EOB subsequently directed that new sections in each of these areas be developed for the Plan.

The dynamic and changing aspect of the City of Los Angeles draft Recovery and Reconstruction Plan indicates that the issues it raises are still being considered by numerous agencies. Even once the Plan receives final approval from the Mayor and Council this process of analysis, implementation, and revision will continue so that the Plan remains a viable guide which the City will use.

II. RECOVERY AND RECONSTRUCTION POLICY SUMMARY

II. RECOVERY AND RECONSTRUCTION POLICY SUMMARY

This Section provides a summary of plan policies related to recovery and reconstruction. They are grouped by five general functions:

- Residential, Commercial and Industrial Rehabilitation
- Public Sector Services
- Economic Recovery
- Land Use/Re-Use
- Organization and Authority

A. RESIDENTIAL, COMMERCIAL AND INDUSTRIAL REHABILITATION

IT IS THE CITY'S POLICY:

1. THAT TEMPORARY HOUSING WILL BE ARRANGED FOR DISPLACED RESIDENTS, IF POSSIBLE IN INDIVIDUAL FAMILY-SIZED UNITS, AS SOON AS THE EMERGENCY IS DECLARED AND THAT WE WILL CLOSE SUCH SHELTERS AS SOON AS LONG TERM HOUSING BECOMES AVAILABLE.
2. TO MAXIMIZE AVAILABLE HOUSING STOCK BY PROTECTING RENTERS FROM UNWARRANTED DISPLACEMENT AND FINANCIAL HARDSHIP AS A RESULT OF UNLAWFUL ACTIONS BY LANDLORDS.
3. TO FACILITATE THE RE-ESTABLISHMENT OF ESSENTIAL COMMERCIAL SERVICES AND NECESSARY UTILITIES IN LOCATIONS NEAR TEMPORARY SHELTERS ON PRIVATE OR PUBLIC PROPERTY.
4. TO COORDINATE THE SHELTERING REQUIREMENTS FOR SPECIALIZED PERSONNEL ACQUIRED AS A RESULT OF MUTUAL AID FROM OTHER JURISDICTIONS.
5. THAT DEMOLITION, WHEN NECESSARY, BE DONE AS EXPEDITIOUSLY AS POSSIBLE.
6. THAT WHEN NECESSARY, MUTUAL AID RESOURCES WILL BE UTILIZED TO ASSIST IN THE BUILDING DAMAGE ASSESSMENT EFFORT.
7. THAT THE DEPARTMENT OF BUILDING AND SAFETY, FIRE DEPARTMENT AND OTHER AGENCIES, AS APPROPRIATE, PROVIDE SYSTEMATIC DAMAGE ASSESSMENT INSPECTIONS OF STRUCTURES ON A PRIORITY BASIS.
8. TO PROVIDE INCENTIVES AND PRIORITY USE OF APPROPRIATE CITY RESOURCES TO PERSONS APPLYING FOR DISASTER ASSISTANCE FOR INTERIM HOUSING.
9. TO ENCOURAGE IMMEDIATE REPAIR FOR INTERIM RE-OCCUPANCY OF DAMAGED PROPERTIES.

10. TO PROVIDE FOR SECURITY OF SHELTERING, TEMPORARY DISTRIBUTION CENTERS AND OTHER EMERGENCY RESPONSE FACILITIES.

B. PUBLIC SECTOR SERVICES

IT IS THE CITY'S POLICY:

1. THAT A PLAN FOR THE ORDERLY RESTORATION OF SERVICES AFTER A MAJOR DISASTER BE DEVELOPED.
2. THAT DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER, CITY EMPLOYEES SHALL BE FULLY UTILIZED WHENEVER FEASIBLE.
3. TO DEVELOP AN INVENTORY OF AVAILABLE PUBLIC AND PRIVATE BUILDINGS THAT CAN BE USED TO HOUSE CITY SERVICES IN THE EVENT OF A MAJOR DISASTER.
4. THAT THERE BE A PLAN FOR ASSURING THE AVAILABILITY OF EQUIPMENT AND SERVICES NEEDED IN THE RECOVERY AND RECONSTRUCTION PROCESS.
5. THAT A COORDINATED PUBLIC INFORMATION SYSTEM BE DEVELOPED TO INCLUDE PUBLIC SERVICE ANNOUNCEMENTS, HOTLINES, AUTOMATED CALL DIRECTORS, AND OTHER COMMUNICATION MEDIA TO KEEP CITY EMPLOYEES AND THE GENERAL PUBLIC INFORMED OF ONGOING RECOVERY AND RECONSTRUCTION ACTIVITIES AND CITY EMPLOYEES ADVISED OF THEIR ASSIGNMENTS AND RESPONSIBILITIES.

C. ECONOMIC RECOVERY

IT IS THE CITY'S POLICY:

1. TO ENSURE CASH FLOW TO PROVIDE ESSENTIAL SERVICES TO MAINTAIN PUBLIC HEALTH AND SAFETY FOR A PERIOD DEEMED NECESSARY.
2. TO JOIN OTHER GOVERNMENT AGENCIES AND THE PRIVATE SECTOR TO RETURN THE PUBLIC INFRASTRUCTURE AND THE CITY'S SERVICES TO PRE-EVENT LEVELS, OR BETTER.
3. TO ASSIST CITIZENS AND PRIVATE SECTOR BUSINESSES IN REESTABLISHING NORMAL ACTIVITIES AND OPERATIONS AS QUICKLY AS POSSIBLE.

D. LAND USE/RE-USE

IT IS THE CITY'S POLICY:

1. TO DEVELOP APPROPRIATE MITIGATION STANDARDS FOR NEW AND EXISTING CONSTRUCTION COMMENSURATE WITH THE DEGREE OF HAZARD AND REQUIRE BUILDING OWNERS/DEVELOPERS TO COMPLY WITH STANDARDS.
2. TO STRENGTHEN AND ENHANCE PUBLIC EDUCATION CONCERNING NATURAL HAZARDS AND LAND USE/RE-USE ISSUES IN ANTICIPATION OF A COMMUNITY-WIDE DISASTER.
3. TO DEVELOP AND MAINTAIN APPROPRIATE MITIGATION STANDARDS FOR NEW AND EXISTING CITY FACILITIES AND PUBLIC IMPROVEMENTS COMMENSURATE WITH THE DEGREE OF HAZARD.
4. THAT IN THE GENERAL PLAN REVISION PROCESS, LAND USES AND DENSITIES INAPPROPRIATE FOR HIGH RISK AREAS BE CONSIDERED FOR RELOCATION OR MITIGATION.
5. TO PROVIDE A STREAMLINED COORDINATED RECOVERY PROGRAM WITH PUBLIC PARTICIPATION TO EVALUATE THE COMMUNITY PLAN, PERMIT PROCESSES TO BE IMPLEMENTED IMMEDIATELY FOLLOWING A COMMUNITY-WIDE DISASTER.
6. THAT FOLLOWING A COMMUNITY-WIDE DISASTER, ANY PLAN REVISIONS OR ADOPTION SHALL TAKE INTO CONSIDERATION THE CORRECTION OF DEFICIENCIES IN INFRASTRUCTURE AND IMPROVEMENTS, BOTH PUBLIC AND PRIVATE. (IMPROVEMENTS COULD INCLUDE NON-CONFORMING STREETS, INEFFICIENT STREET PATTERNS, RECREATIONAL FACILITIES, ETC.)
7. THAT THE RECOVERY AND RECONSTRUCTION PLAN BE CONSISTENT WITH THE SAFETY ELEMENT OF THE GENERAL PLAN
8. THAT THE RECOVERY AND RECONSTRUCTION DIVISION IDENTIFY POTENTIAL AREAS FOR SIGNIFICANT CHANGES IN LAND USE PATTERNS AND/OR REDEVELOPMENT ACTIVITIES.

E. ORGANIZATION AND AUTHORITY

IT IS THE CITY'S POLICY:

1. THAT TO THE EXTENT POSSIBLE, THE CITY SHALL ACCOMPLISH DISASTER RECOVERY AND RECONSTRUCTION THROUGH THE EXISTING CITY ORGANIZATION STRUCTURE WHICH MAY BE MODIFIED TO ADDRESS RECOVERY AND RECONSTRUCTION CONCERNS.

2. THAT A RECOVERY AND RECONSTRUCTION DIVISION BE CREATED AS A MULTI-AGENCY DIVISION OF THE EMERGENCY OPERATIONS ORGANIZATION.
3. THAT FOLLOWING ANY MAJOR DISASTER, EVERY EFFORT BE MADE TO RESTORE NORMAL OPERATING AND DECISION-MAKING PROCESSES AS QUICKLY AS POSSIBLE, AND THAT, TO THE EXTENT POSSIBLE, RECOVERY AND RECONSTRUCTION OBJECTIVES BE ACCOMPLISHED THROUGH STANDARD OPERATING PROCEDURES.
4. THAT OPPORTUNITY FOR PUBLIC PARTICIPATION BE PART OF THE ADOPTION PROCESS OF THE RECOVERY AND RECONSTRUCTION POLICIES AND PROGRAMS FOR THIS SAFETY ELEMENT AND THAT PUBLIC PARTICIPATION FOR LAND USE DECISIONS AFTER A DECLARED EMERGENCY BE MADE THROUGH THE PUBLIC HEARING PROCESS.
5. THAT LEGISLATIVE POLICY PRIORITIES BE ESTABLISHED AND MAINTAINED ADDRESSING RECOVERY AND RECONSTRUCTION FROM A MAJOR DISASTER.

F. PSYCHOLOGICAL REHABILITATION

IT IS THE CITY'S POLICY:

1. TO ADDRESS THE PSYCHOLOGICAL ASPECTS OF THE AFTERMATH OF A MAJOR DISASTER AFFECTING BOTH CITIZENS AND CITY EMPLOYEES.
2. TO RECOGNIZE THAT ONE OF THE MOST SERIOUS IMPACTS OF ANY DISASTER IS THE PSYCHOLOGICAL TRAUMA WHICH THE DISASTER CREATES FOR PUBLIC SERVICE AND VOLUNTEER PERSONNEL WHO MUST RESPOND TO IT, AND FOR THE CITIZENS WHO ARE DIRECTLY AND INDIRECTLY AFFECTED BY IT. THE CITY'S PLANS TO PREPARE FOR, RESPOND TO, AND RECOVER FROM DISASTERS SHALL INCLUDE PROVISIONS TO DEAL WITH DISASTER-RELATED STRESS.
3. THAT STRESS MANAGEMENT SHOULD NOT BE LIMITED TO INTERVENTION BY MENTAL HEALTH PROFESSIONALS AFTER A DISASTER. DISASTER-RELATED STRESS CAN BE ALLEVIATED TO A SIGNIFICANT DEGREE BY THE PRE-INCIDENT PREPARATIONS WHICH ARE MADE TO COPE WITH A DISASTER'S OCCURRENCE. BECAUSE CITY EMPLOYEES REPRESENT A CRITICAL RESOURCE IN DISASTER RESPONSE AND RECOVERY, PRIORITY SHOULD BE GIVEN TO PROGRAMS WHICH WILL HELP MITIGATE THEIR POST-TRAUMATIC STRESS.
4. TO MAXIMIZE COMMUNITY AND PUBLIC RESOURCES AVAILABLE TO DEAL WITH STRESS MANAGEMENT IN A MAJOR DISASTER.
5. THAT WHILE PRIORITY MUST BE GIVEN TO EFFORTS TO PREVENT AND DEAL WITH POST TRAUMATIC STRESS ON THE PART OF CITY EMPLOYEES AND DISASTER VOLUNTEERS, THE CITY'S LONG-TERM RECOVERY EFFORTS WILL BE SIGNIFICANTLY AFFECTED BY THE EFFECTS WHICH POST TRAUMATIC STRESS HAS ON THE CITIZENS AND THE COMMUNITY AS A WHOLE.
6. TO WORK CLOSELY WITH MEDIA REPRESENTATIVES TO ENSURE THE DISSEMINATION OF MENTAL HEALTH INFORMATION IS APPROPRIATE FOR THE EFFECTIVE RESPONSE TO AND RECOVERY FROM A MAJOR DISASTER. THE INFORMATION DISSEMINATED TO THE PUBLIC BY THE MEDIA BEFORE, DURING AND FOLLOWING A MAJOR DISASTER CAN HAVE A SIGNIFICANT IMPACT ON THE DISASTER-RELATED STRESS EXPERIENCED WITHIN THE COMMUNITY.

G. VITAL RECORDS

IT IS THE CITY'S POLICY:

1. TO FORMULATE AND MAINTAIN A VITAL RECORDS PROTECTION AND RETENTION PLAN IN ORDER TO PROVIDE PROTECTION OF CITY DOCUMENTS REQUIRED TO CONTINUE ESSENTIAL OPERATIONS IN THE EVENT OF A DISASTER.

III. POLICIES AND ACTIONS

III. POLICIES AND ACTIONS

This Section contains plan policies and actions necessary to carry out the policies. They are grouped by the seven (7) functional categories of:

- Residential, Commercial and Industrial Rehabilitation
- Public Sector Services
- Economic Recovery
- Land Use/Re-Use
- Organization and Authority
- Psychological Rehabilitation
- Vital Records

The Departments involved in each action statement are noted in abbreviated form and in parentheses after each action statement. The lead agency is noted with an asterisk.

The following provides a key to the Department abbreviations:

<u>DEPARTMENT</u>	<u>ABBREVIATION</u>
Aging	Aging
Animal Regulation	Animal Reg.
Building and Safety	Bldg. & Sfty.
Chief Legislative Analyst	CLA
City Administrative Officer	CAO
City Attorney	C. Atty.
City Clerk	City Clerk
Community Development	CDD
Community Redevelopment Agency	CRA
Controller	Controller
Emergency Operations Board	EOB
Fire	Fire
General Services	Gen. Svcs.
Housing Authority	HACLA
Housing Preservation and Production Department	HPPD
Information Services	Info. Svcs.
Library	Library
Mayor	Mayor
Personnel	Pers.
Planning	City Pln.
Police	Police
Proprietary Departments	Proprietary
Water and Power	Water and Power
Harbor	Harbor
Airports	Airports
Public Works	Pub. Wks.
Recreation and Parks	Rec. & Pks.
Telecommunications	Telecom.

Transportation
Treasurer

Trans.
Treasurer

A. RESIDENTIAL, COMMERCIAL AND INDUSTRIAL REHABILITATION

For purposes of clarification, the following definitions apply:

- 1) Emergency Shelter - appropriate buildings to house displaced people for a short period of time (days) i.e., schools, gyms, warehouses.
- 2) Transitional Housing - appropriate facilities to house displaced people for periods of approximately 1 month to 1 year, i.e., tents, mobile homes.
- 3) Interim Housing - buildings damaged, but repairable to minimum health and life safety standards for use for periods of approximately 1 to 5 years.
- 4) Long Term Housing - Permanent housing.
- 5) Temporary Housing - any housing, residential or commercial, that would not ordinarily be used for housing purposes; it includes emergency shelters and transitional and interim housing as defined above.

POLICY STATEMENT NO. 1

IT IS THE CITY'S POLICY THAT TEMPORARY HOUSING WILL BE ARRANGED FOR DISPLACED RESIDENTS, IF POSSIBLE IN INDIVIDUAL FAMILY-SIZED UNITS, AS SOON AS THE EMERGENCY IS DECLARED AND THAT WE WILL CLOSE SUCH SHELTERS AS SOON AS LONG TERM HOUSING BECOMES AVAILABLE.

ACTION (IMPLEMENTATION) PROGRAMS

1. Determine, based on predicted number of families, three alternate sites in various sections of the City and prepare a "tent city" plan for each site. (*Rec. & Pks.)
2. Complete a computerized inventory of possible shelter sites including open spaces, schools, etc., and the capabilities and features of each possible shelter site. (*Rec. & Parks, City Pln.)
3. Identify temporary large group housing to facilitate rapid closure of emergency shelters. (*Rec. & Parks, CDD, CRA, Housing Auth.)
4. Inspect and evaluate shelters before occupation, based on a prioritized schedule. (Bldg. & Sfty., Fire, *Rec. & Parks)
5. Identify vendor and suppliers of equipment necessary to provide supplies and materials for temporary housing of people and businesses displaced by the major emergency (e.g., tents, portable sanitation facilities, etc.) using quantity and other characteristics. (Gen. Svcs., *Rec. & Parks, City Pln.)

6. Determine the features of a "tent city" plan (e.g., one sanitation facility for -X- number of people, optimum number of family tents, size of family tent, how many and what kind of businesses will be in a "city", what are their needs?) (*Rec. & Pks., CDD, Red Cross)
7. Determine how much equipment and what type will be needed for a predicted event. (*Rec. & Pks.)
8. Implement the process and procedures of developing a "tent city" after an event. (*Rec. & Parks, Police)
9. Establish efficient and effective distribution system for food and other necessary supplies. (*Rec. & Parks, Gen. Svcs., Red Cross)
10. Develop a pre-incident plan for the use of private and public schools for temporary shelters and the timely return of the facility to its normal use. (*Rec. & Parks, LAUSD)

POLICY STATEMENT NO. 2

IT IS THE CITY'S POLICY TO MAXIMIZE AVAILABLE HOUSING STOCK BY PROTECTING RENTERS FROM UNWARRANTED DISPLACEMENT AND FINANCIAL HARDSHIP AS A RESULT OR UNLAWFUL ACTIONS BY LANDLORDS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Enact administrative regulations to:
 - Prohibit the eviction of renters from rental units;
 - Relocate displaced renters into their original housing at the same rental level;
 - Require landlords to refund security deposits in full to renters forced to move because of the disaster (*HPPD, CRA, CLA, C. Atty.)
2. Develop processes and procedures to carry out the action specified above, including public hearings, appeal processes, etc. (*HPPD)
3. Implement the procedures after the disaster to protect renters from displacement and unwarranted financial hardships resulting from landlord actions. (*HPPD)

POLICY STATEMENT NO. 3

IT IS THE CITY'S POLICY TO FACILITATE THE RE-ESTABLISHMENT OF ESSENTIAL COMMERCIAL SERVICES AND NECESSARY UTILITIES IN LOCATIONS NEAR TEMPORARY SHELTERS ON PRIVATE OR PUBLIC PROPERTY.

ACTION (IMPLEMENTATION) PROGRAMS

1. Establish liaison with trade associations of essential commercial services (food, pharmaceuticals, banks, etc.) to determine what it would take to set up temporary business location (shelters, utilities, security, etc.). Perhaps develop an emergency planning task force within those organizations. (*Mayor, CLA)
2. Develop a plan identifying who to contact in order to set up the business after the emergency period. (*Mayor, CLA)
3. Develop emergency building provisions for temporary commercial use with appropriate time and use limitations. (*Bldg. & Sfty., *City Plan, Fire)
4. Prepare implementation processes and enforce ordinances. (*Bldg. & Sfty., *City Plan, Fire)
5. Exercise the implementation processes and procedures using an earthquake scenario. (*Bldg. & Sfty., *City Plan, CDD)
6. Implement the processes and procedures for reestablishment of commercial services following a disaster. (*City Plan, *Bldg. & Sfty.)
7. Promote the development of a plan to provide an "Office of Business Aid" that can be opened immediately after a major disaster to facilitate rehabilitation permitting processes (*Mayor)
8. Develop a plan to provide an "Office of Business Aid" that can be opened immediately after a major disaster in order to facilitate businesses in reopening by providing information regarding engineering, utilities, alternate work sites, permits, etc. (CRA, City Pln., Bldg. & Sfty, Pub. Wks., Water and Power).
9. Open Office of Business Aid. (CRA, CDD, *Mayor)

POLICY STATEMENT NO. 4

IT IS THE CITY'S POLICY TO COORDINATE THE SHELTERING REQUIREMENTS FOR SPECIALIZED PERSONNEL ACQUIRED AS A RESULT OF MUTUAL AID FROM OTHER JURISDICTIONS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Contact Convention Bureau, Hotel and Motel Associations and arrange for a procedure to use during emergencies to provide rooms during declared major emergencies. Include consideration of procedures for accounting, necessity of formal agreements, compensation, etc. (CAO, Controller, Library, Fire, Pub. Wks. Bldg. & Sfty, *Rec. & Pks.)

2. Develop procedures for City departments to arrange for sheltering out-of-town support personnel through a central point phone number and distribute. (*Rec.& Pks., CAO, Library, Controller)

POLICY STATEMENT NO. 5

IT IS THE CITY'S POLICY THAT, WHEN NECESSARY, DEMOLITION BE DONE AS EXPEDITIOUSLY AS POSSIBLE.

ACTION (IMPLEMENTATION) PROGRAMS

1. Establish criteria for contractual agreements for emergency demolition with private sector. (*Bldg. & Sfty.)
2. Develop and maintain due processes and procedures to demolish structures considered to be unsafe for habitation and declared an imminent hazard with proper notification of owner. (*Bldg. & Sfty.)
3. Establish contractual agreements, utilizing the approved bid process, with private contractors for emergency demolition, lot cleaning, barricading and/or securing property. (*Bldg. & Sfty., Pub. Wks.)
4. During emergency, carry out established demolition procedures (*Bldg. & Sfty.)

POLICY STATEMENT NO. 6

IT IS THE CITY'S POLICY THAT, WHEN NECESSARY, MUTUAL AID RESOURCES WILL BE UTILIZED TO ASSIST IN THE BUILDING DAMAGE ASSESSMENT EFFORT.

ACTION (IMPLEMENTATION) PROGRAMS

1. In cooperation with other City agencies, develop pre-incident agreements with other local, State and Federal agencies for mutual aid. (Pub. Wks., W&P, *Bldg. & Sfty., Priv. Sec.)

POLICY STATEMENT NO. 7

IT IS THE CITY'S POLICY THAT THE DEPARTMENT OF BUILDING AND SAFETY, FIRE DEPARTMENT AND OTHER AGENCIES, AS APPROPRIATE, PROVIDE SYSTEMATIC DAMAGE ASSESSMENT INSPECTIONS OF STRUCTURES ON A PRIORITY BASIS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Determine purpose, scope and composition of damage assessment team/s. (All, *Bldg. & Sfty.)

2. Complete the design and development of a Damage Assessment System. (All, *Bldg. & Sfty.)
3. Complete the design and development of the Damage Incident Reporting System (DIRS) to insure rapid recording of mapped and tabular information related to hazards, injuries, deaths, structural damage, etc. (City Plan, *Info. Svcs. Police, Pub. Wks., Fire)
4. Review criteria for damage assessment of buildings. (All, *Bldg. & Sfty.)
5. Deploy hazard identification/damage inspection teams, with assistance of cooperating entities, for detailed identification and recordation of structural damage and other sources of hazard. (*Bldg. & Sfty, City Plan, CRA, CDD, Fire, Pub. Wks., DOT).

POLICY STATEMENT NO. 8

IT IS OF THE CITY'S POLICY TO PROVIDE INCENTIVES AND PRIORITY USE OF APPROPRIATE CITY RESOURCES TO PERSONS APPLYING FOR DISASTER ASSISTANCE FOR INTERIM HOUSING.

ACTION (IMPLEMENTATION) PROGRAMS

1. Identify staff from other City Departments who are knowledgeable regarding loan processing and/or real estate practices and procedures. (*CDD, *HPPD, CRA)
2. Establish one-stop processing center in areas where most severe damage occurred. (*Bldg. & Sfty., City Pln., Pub. Wks., Fire)
3. Establish procedures to expedite the building permit process and provide relief for the required fees. (*Bldg. & Sfty., City Pln., Pub. Wks., Fire)
4. Obtain pre-approval from HCD on process to follow, subsequent to emergency. (*CDD, *HPPD, CRA, CAO)
5. Develop loan guidelines and procedures. (*CDD, *HPPD, CRA, CAO)

POLICY STATEMENT NO. 9

IT IS THE CITY'S POLICY TO ENCOURAGE IMMEDIATE REPAIR FOR INTERIM RE-OCCUPANCY OF DAMAGED PROPERTIES.

ACTION (IMPLEMENTATION) PROGRAMS

1. Establish listing of severely damaged buildings. (*Bldg. & Sfty.)

2. Create a Housing Recovery and Reconstruction Task Force within the R&R Division which shall consist of representatives from HPPD, CDD, CRA, HACLA, Building and Safety, Planning and Private Developers. (*CDD, *HPPD, CAO, C. Atty., HACLA, Bldg. & Sfty., Recreation and Parks., CRA, City Pln.)
 - a. Develop criteria for habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event. (*HPPD, CRA, HACLA, Bldg. & Sfty., Recreation and Parks, Pvt. Developers)
 - b. Obtain HUD, FEMA, SBA and SDHCD approval to eliminate currently required processes and documentation for expediting loan assistance, such as:
 - (1) Appraisals
 - (2) Lot Book Report in lieu of Title Report
 - (3) Income and mortgage verification documents
 - (4) Judgements, Liens
 - (5) City control of construction funds(*CDD, *HPPD, CRA, HACLA, Bldg. & Sfty., City Plan, Pvt. Developers)
 - c. Initiate coordination through a Memorandum of Understanding (MOU) with the State Department of Housing & Community Development (SDHCD), Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and responsibilities to include: (a) inspections (b) damage assessment (c) Disaster Assistance Center's ability to make decisions and (d) sharing of data. (*CDD, *HPPD, CRA, HACLA, Bldg. & Sfty., City Pln., Pvt. Developers)
3. Investigate the feasibility of funding and establishing a City loan program for financing loans to owners of damaged properties without regard for their state or federal assistance applications. (*CRA)
4. If feasible, establish a City loan program to finance loans to owners of damaged properties without regard to their state or federal financial assistance applications. (*CRA)

POLICY STATEMENT NO. 10

IT IS THE CITY'S POLICY TO PROVIDE FOR SECURITY OF SHELTERING, TEMPORARY DISTRIBUTION CENTERS AND OTHER EMERGENCY RESPONSE FACILITIES.

ACTION (IMPLEMENTATION) PROGRAMS

1. Designate the primary agencies responsible for security of sheltering, temporary distribution centers and other emergency

response facilities. (Recr. & Pks., Gen. Svcs., *Police, Fire, CDD, CRA).

2. Provide security for sheltering, temporary distribution centers and other emergency facilities as appropriate following a major disaster (Recr. & Parks, Gen. Svcs., *Police, Fire, CDD, CRA).

B. PUBLIC SECTOR SERVICES

POLICY STATEMENT NO. 1

IT IS THE CITY'S POLICY THAT A PLAN FOR THE ORDERLY RESTORATION OF PUBLIC SERVICES AFTER A MAJOR DISASTER BE DEVELOPED.

ACTION (IMPLEMENTATION) PROGRAMS

1. Identify and prioritize services that are provided to the public and identify the impact of curtailment of each service. (All Depts. & Outside Utilities, *EOB)
2. Develop relocation plans for those critical Department operations housed in severely damaged buildings. (*Gen. Svcs., Proprietary Departs.)
3. Review, amend as needed and implement relocation plans for critical department operations housed in severely damaged buildings. (*Gen. Svcs., All)
4. Identify primary and secondary ingress and egress routes through the City and prioritize them in terms of survivability. (Police, Pub. Wks., Hwy. Patrol, *Trans.)
5. Prepare a comprehensive inventory of available disposal sites for the temporary storage and transfer of large quantities of debris, including hazardous materials. (Police, Fire, City Pln., Gen. Svcs. *Pub. Wks.)
6. Transfer and temporarily store debris, including hazardous materials. (Police, Fire, Gen. Svcs., *Pub. Wks.)
7. Expedite plan check and permitting procedures to minimize the time required for the restoration of hospitals, critical commercial and industrial facilities and utility services in cooperation with the State's office of the state architect and/or other regulating agencies. (*Bldg. & Sfty., City Pln., Pub. Wks., Water & Power)
8. Support restoration efforts by providing equipment or personnel as available, to assist in removing downed trees from deenergized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews. (*Pub. Wks., Gen. Svcs., Water and Power)

9. Assign representatives to assist the Utility in coordinating and facilitating restoration and repairs of utility facilities. (*EOB, Water and Power, All)
10. Provide temporary or emergency water and power services as required. (*Water & Power)
11. Restore those water and power facilities which affect the greatest number of persons. (*Water & Power)
12. Strive to maintain water and power services for police facilities, fire facilities hospitals and life-support customers. (*Water & Power)
13. Make arrangements with other utilities for mutual support. (*Water & Power)

POLICY STATEMENT NO. 2

IT IS THE CITY'S POLICY THAT, DURING THE RECOVERY AND RECONSTRUCTION PHASE OF A MAJOR DISASTER, CITY EMPLOYEES SHALL BE FULLY UTILIZED WHENEVER FEASIBLE.

ACTION (IMPLEMENTATION) PROGRAMS

1. Group and assign all classes of employees and departmental functions into those which will be essential for operations following a disaster and those which will not. (All, *Pers.)
2. Develop a skills inventory which identifies both classes of employees and those individual employees with training, experience or specific skills that would be useful in disaster response, recovery and reconstruction so that employees may be assigned to duties according to their specific abilities after a major disaster. (*All, *Per.)
3. Develop a plan for inter-departmental assignment of employees based on pre-identification of needs after a major disaster. This plan shall include a statement that all employees shall be returned to their normal duties as rapidly as conditions permit. (*EOB, All)

POLICY STATEMENT NO. 3

IT IS THE CITY'S POLICY TO DEVELOP AN INVENTORY OF AVAILABLE PUBLIC AND PRIVATE BUILDINGS THAT CAN BE USED TO HOUSE CITY SERVICES IN THE EVENT OF A MAJOR DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

1. Assess the seismic survivability of public and private buildings. (Pub. Wks., Gen. Svcs., *Bldg. & Sfty.)

2. Determine the non-structural earthquake hazards in all City buildings. (All *Gen. Svcs.)
3. Identify all City buildings including those which have emergency generators, underground fuel storage, water storage tanks, and other unique characteristics which may prove valuable in the event of a major disaster. (Pub. Wks., Bldg. & Sfty., Proprietary Depts., *Gen. Svcs.)
4. Identify alternate locations for the Emergency Operations Center. (CAO, Police, Fire, Water & Power, Trans., Rec. & Pks., Pub. Wks., Personnel, Bldg. & Sfty., *Gen. Svcs.)
5. Determine which City buildings can be occupied after a major earthquake or other disaster. (Police, Fire, Pub. Wks., Gen. Svcs. *Bldg. & Sfty.)
6. Identify alternate public and private work locations. (*Gen. Svcs., All)
7. Identify alternative sites for City Council meetings to be held in the event the Council Chambers cannot be accessed. (*City Clerk, CLA)
8. Ensure that each site is provided with the necessary equipment and supplies to conduct an emergency session of the City Council. (*City Clerk, CLA)

POLICY STATEMENT NO. 4

IT IS THE CITY'S POLICY TO PLAN FOR THE AVAILABILITY OF EQUIPMENT AND SERVICES NEEDED IN THE RECOVERY AND RECONSTRUCTION PROCESS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Prepare a comprehensive inventory of equipment and supplies, both public and private, which may be available for use after a major disaster. (*Gen. Svcs., Info. Svcs., Police)
2. Develop a comprehensive list of needs for emergency contracts and agreements for materials, equipment, and warehousing space. (CAO, Pub. Wks., Gen. Svcs., Fire, Police)
3. Coordinate execution of contracts and agreements as needed for materials, equipment, and warehousing space. (CAO, *Pub. Wks., *Gen. Svcs., Fire, Police)
4. Prepare a comprehensive plan for backup communications and data processing systems required in the event that relocation of public services is required after a major event. (Gen. Svcs., Fire, *Info. Svcs., Police)
5. Review, revise as necessary, and implement plan for back up communications and data processing system required in the event that relocation is required. (Gen. Svcs., Fire, *Info. Svcs., Police)

POLICY STATEMENT NO. 5

IT IS THE CITY'S POLICY THAT A COORDINATED PUBLIC INFORMATION SYSTEM BE DEVELOPED TO INCLUDE PUBLIC SERVICES ANNOUNCEMENTS, HOTLINES, AUTOMATED CALL DIRECTORS, AND OTHER COMMUNICATION MEDIA TO KEEP CITY EMPLOYEES AND THE GENERAL PUBLIC INFORMED OF ONGOING RECOVERY AND RECONSTRUCTION ACTIVITIES.

ACTION (IMPLEMENTATION) PROGRAMS

1. Develop public service announcements that include the addresses, phone numbers and hours of operations for City offices that have been relocated and to inform City employees where to report to work after a major disaster. (CAO, Fire, Bldg. & Sfty., Pub. Wks, Rec. & Pks., Water & Power, Gen. Svcs., *Telecommunication, Police)
2. Develop a list of designated spokespersons in the various fields of expertise who would be utilized to prepare public information after a major disaster. (*Mayor, EOB)
3. Develop a pre-event public information/education program which includes disaster preparedness information which could be distributed via cable television and pre-printed materials. (All, *Telecom.)
4. Assign and release public information announcements as appropriate. (All, EOB *Mayor)

C. ECONOMIC RECOVERY

For purposes of clarification the following definition of terms apply.

1. Short-term time period -- the start time for a given action can be anytime within a one year period from the event.
2. Long-term time period -- the start time for a given action beyond one year.

The following policy and actions relate to public sector fiscal recovery of a short-term duration.

POLICY STATEMENT NO. 1

IT IS THE CITY'S POLICY TO ENSURE CASH FLOW TO PROVIDE ESSENTIAL SERVICES TO MAINTAIN PUBLIC HEALTH AND SAFETY FOR A PERIOD DEEMED NECESSARY.

ACTION (IMPLEMENTATION) PROGRAMS

1. Identify financial aid and alternatives from Federal, State, County and other sources and propose legislation as needed. (*CAO, CLA, C. Atty.)
2. Develop processes and procedures to insure City Departments produce timely documentation for financial aid or expenditure reimbursement from Federal, State, or other entities. (*CAO, Controller, Fire, Police, Pub. Wks., Bldg. & Sfty., Water and Power, Airports, Harbor, CDD, CRA)
3. Immediately seek financial aid from Federal, State, County and other sources. (*CAO, CLA, Controller, Treasurer)
4. Identify potential sources of revenue losses, e.g., business license sales, transient occupancy, property, utility users, etc. (*CAO, All)
5. Assess damage losses following a disaster as accurate as possible before official notification to other authorities. (*CAO, Controller, Treasurer, Info. Svcs., City Clerk)
6. If necessary, impose a hiring freeze except for critical skills and an equipment freeze except for equipment essential to recovery and reconstruction efforts. (*CAO, All)
7. Select revenue replacement source(s), i.e., user fees, refuse collection fees, occupational license fees. (*CAO, Controller, Treasurer, City Clerk)
8. Identify extraordinary expenditure requirements: (All *CAO)
 - Demolition
 - Debris removal
 - Temporary structures
 - Inspections
 - Overtime
9. Approve extraordinary expenditure requirements (*Mayor, EOB)
10. Establish a plan and procedures for personnel redeployment. (All, Pers.)
11. Redeploy personnel as necessary. (All, Pers.)
12. Develop cash flow requirements and strategy by providing for: (CAO, Controller, *Treasurer)
 - Investments sales at potential losses
 - Registration of warrants
 - Activation of existing bank lines of credit
 - Expend reserve fund
 - Inter-fund borrowing
 - Freeze non-emergency expenditures

13. Establish loss reserve fund. (*CAO)
14. Develop procedures, forms, etc. to cancel purchase orders and contracts. (*Gen. Svcs.)
15. Prioritize and cancel all non-essential purchase orders and contracts. (*Gen. Svcs.)
16. Complete a computerized City property inventory and determine needs. (All, *Gen. Svcs.)
17. Propose sale or lease of surplus City property. (All, Pub. Wks., *Gen. Svcs.)
18. Approve sale or lease of surplus City Property (*Mayor, EOB)
19. Determine legal issues related to suspending construction project and payments. (*Pub. Wks.)
20. Suspend capital construction projects and payments. (*Pub. Wks.)
21. Determine the feasibility of obtaining cash advances from the federal and state governments following a major disaster. (*CAO)
22. Investigate the feasibility of and, where possible, prearrange access to short-term debt borrowing. (*CAO, Controller, Treasurer)
23. Initiate analysis of the City Budget to identify unexpended funds which could be used to finance recovery and reconstruction projects. (*CAO, ALL)
24. Coordinate the completion of Federal and State disaster reimbursement forms. (*CAO, All)
25. Coordinate the development, where feasible, of departmental mutual aid agreements with other public and private entities. (*EOB, All)
26. Explore the feasibility of establishing joint powers authority for a loss reserve pooling program. (*CAO, C. Atty, Treas., Controller)

The following policy and actions relate to public section fiscal recovery of a long-term duration.

POLICY STATEMENT NO. 2

IT IS THE CITY'S POLICY TO JOIN OTHER GOVERNMENT AGENCIES AND THE PRIVATE SECTOR TO RETURN THE PUBLIC INFRASTRUCTURE AND THE CITY'S SERVICES TO PRE-EVENT LEVELS, OR BETTER.

ACTION (IMPLEMENTATION) PROGRAMS

1. Review and refine steps taken in the short term recovery efforts. (All, *City Pln.)
2. Develop ordinances as needed to establish redevelopment areas. (*CRA, City Pln., CAO, C. Atty., CLA)
3. Establish redevelopment areas; utilize tax increment financing and encourage private investment. (*CRA, City Pln., CAO, C. Atty., CLA)
4. Create assessment districts where appropriate: (*Pub. Wks., CLA)
 - Mello - Roos District
 - Geologic Hazard Assessment District
 - 1911, 1913, and 1915 Bond Acts for public improvements
5. Develop a plan to seek reallocation of existing grants. (All, *CLA)
6. Identify and seek other grant money: (All, *CLA)
 - Housing and Urban Development
 - Clean Water Grants (EPA)
 - Public Improvements (EDA)
7. Maintain staff experts in state and federal programs to expedite effective approaches to financial matters after a major disaster. (*CAO, CLA)
8. Issue City debt to finance public reconstruction and recovery projects. (*CAO, CRA, Treasurer)
9. Develop procedures for identify services that could be contracted, transferred, or temporarily deferred. (All, *CAO)
10. If necessary, implement procedures for contracting transferring or deferring City Services. (*CAO, ALL)
11. Consider feasibility and desirability of renegotiation of various terms and conditions of employment (*CAO)

12. Apply to Federal and State agencies for reconstruction and construction services/projects, including: (*Pub. Wks., Proprietary Depts.)

FEDERAL

- Corps of Engineers (Request reconstruction of breakwater and harbor)
- SEABEES
- Coast Guard - Departments other than Department of Defense

STATE

- Department of Forestry - Conservation Youth Corps

13. Increase and/or adopt new developer fees to finance public improvements consistent with private sector program. (*City Pln., Pub. Wks., Bldg. & Sfty., Fire, CAO, C. Atty.)

The following policy and actions relate to the private sector both short- and long-term.

POLICY STATEMENT NO. 3

IT IS THE CITY'S POLICY TO ASSIST CITIZENS AND PRIVATE SECTOR BUSINESSES IN REESTABLISHING NORMAL ACTIVITIES AND OPERATIONS AS QUICKLY AS POSSIBLE.

ACTION (IMPLEMENTATION) PROGRAMS

1. Establish processes, procedures, and criteria to prioritize private sector recovery working with Federal and State agencies. (All, *Mayors)
2. Sponsor legislation to establish emergency enterprise zones and create special Federal and State tax benefits. (CDD, *CLA)
3. Identify revenue replacement sources such as user, refuse collection and occupational license (payroll tax) fees and their potential impact on the private sector. Where feasible, draft enabling ordinances and all revenue generating departments. (*CAO, City Clerk, Controller, Treasurer)
4. Defer city taxes and fees. (*CAO, City Clerk, C. Atty., Controller, Treasurer)
5. Utilize existing grant funds and prioritize as needed. (All, *CLA)

6. Promote the development of processes and procedures to identify and assist businesses in applying for disaster assistance. (*Mayor)
7. Develop processes and procedures to identify and assist businesses in applying for Federal and State disaster assistance. (CAO, *CDD, CLA, Mayor)
8. Identify and assist businesses in applying for Federal and State disaster assistance: (CAO, *CDD, CLA, Mayor)
 - Information line
 - Small business administration
9. Promote the development of business hot lines and assistance centers. (*Mayor)
10. Develop processes and procedures to establish business hotline and assistance center. (CAO, CLA, *CDD, Mayor)
11. Establish business hot line and assistance center. (CAO, CLA, CDD, *Mayor)
12. Encourage private sector insurance and self-insurance programs as a part of Disaster Preparedness Plans. (*CAO, CLA)
13. Lobby for and support effective National Earthquake Insurance Program. (*CLA)
14. Facilitate mutual aid between private businesses. (*Mayor, CLA, CAO)
15. Establish program for temporary structures and sites for disrupted businesses. (*City Pln., CRA, Bldg. & Sfty.)
16. Encourage private lenders to develop a program that facilitates post-disaster loans to private industry and provide City assistance in obtaining such loans. (*CLA, CDD, Mayor)
17. Promote private sector emergency preparedness planning and business resumption planning. (CAO, CLA, *Mayor)

D. LAND USE/RE-USE

POLICY STATEMENT NO. 1

IT IS THE CITY'S POLICY TO DEVELOP APPROPRIATE MITIGATION STANDARDS FOR NEW AND EXISTING CONSTRUCTION COMMENSURATE WITH THE DEGREE OF HAZARD AND REQUIRE BUILDING OWNERS/DEVELOPERS TO COMPLY WITH STANDARDS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Develop methodology for analyzing and defining hazardous buildings and mitigation plan. (*Bldg. & Sfty.)
2. Periodically review Uniform Building Code (UBC) requirements for earthquake design and City's mitigation standards. (*Bldg. & Sfty.)
3. Inspect City and private buildings and create a potentially hazardous building inventory in accordance with the following priority: (*Bldg. & Sfty.)
 - 1st. Unreinforced Masonry (URM)
 - 2nd. URM Infills
 - 3rd. Tilt-up, Non-ductile Concrete Frame

POLICY STATEMENT NO. 2

IT IS THE CITY'S POLICY TO STRENGTHEN AND ENHANCE PUBLIC EDUCATION CONCERNING NATURAL HAZARDS AND LAND USE/RE-USE ISSUES IN ANTICIPATION OF A COMMUNITY-WIDE DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

1. Expeditiously complete the Emergency Preparedness Planning and Operating System (EPPOS) project related to natural hazards mapping. (*City Pln.)
2. Provide EPPOS information as part of General Plan Revision Process particularly in the Land Use decision making process and in EIR review. (*City Pln.)
3. Establish, during the General Plan revision process, long-range development priorities which would guide reconstruction plans. (All, *City Pln.)
4. Develop a public education program regarding natural disasters and require presentation at General Plan revision meetings. (All, *City Pln., *CRA)
5. Develop liaison with the media for public education programming immediately after a natural disaster (All, *Mayors)

POLICY STATEMENT NO. 3

IT IS THE CITY'S POLICY TO DEVELOP AND MAINTAIN APPROPRIATE MITIGATION STANDARDS FOR NEW AND EXISTING CITY FACILITIES AND PUBLIC IMPROVEMENTS COMMENSURATE WITH THE DEGREE OF HAZARD.

ACTION (IMPLEMENTATION) PROGRAMS

1. Periodically review design standards for bridges, tunnels and public streets in relation to potential hazards (*Pub. Wks., City Pln., CRA, Trans., Water & Power, Utilities, Bldg. & Sfty.)
2. Establish criteria for prioritizing which public facilities and improvements should be mitigated first. (*Pub. Wks., City Pln., CRA, Trans., Water & Power, Utilities, Bldg. & Sfty.)

POLICY STATEMENT NO. 4

IT IS THE CITY'S POLICY, THAT IN THE GENERAL PLAN REVISION PROCESS, LAND USES AND DENSITIES INAPPROPRIATE FOR HIGH RISK AREAS BE CONSIDERED FOR RELOCATION OR MITIGATION.

ACTION (IMPLEMENTATION) PROGRAMS

1. Continue the current community plan revision work program but integrate geologic hazards information into the EIR's for the Community Plans and refine as more knowledge becomes available about hazards. (*City Pln., CRA, Bldg. & Sfty., Pub. Wks., Proprietary)
2. Develop and evaluate alternative mitigation and relocation measures for land use policies related to potential high risk areas. Consider experience of other cities. (*City Pln., CRA, Bldg. & Sfty., Pub. Wks.)
3. Select appropriate mitigation measures for various land uses within high risk areas. (*City Pln., CRA, Bldg. & Sfty., Pub. Wks.)

POLICY STATEMENT NO. 5

IT IS THE CITY'S POLICY TO PROVIDE A STREAMLINED COORDINATED RECOVERY PROGRAM WITH PUBLIC PARTICIPATION TO EVALUATE THE COMMUNITY PLAN AND PERMIT PROCESSES TO BE IMPLEMENTED IMMEDIATELY FOLLOWING A COMMUNITY-WIDE DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

1. Develop a streamlined process and authority for handling permit processing following a major disaster for both routine and discretionary cases in disaster areas similar to the Emergency War Regulations and the Olympics Ordinance (Article 6 of the Los Angeles Planning and Zoning Code). (*City Pln., Bldg. & Sfty., CRA, Pub. Wks., Fire, Trans.)

2. Implement streamlined process following major disaster. (*City Pln., *Bldg., & Sfty., Pub. Wks., Fire)
3. Review legislation for the City to quickly designate redevelopment areas after a declared emergency. (*C. Atty, City Pln., CRA)
4. Recommend new redevelopment project areas to the Redevelopment Agency, Planning Commission and City Council. (*CRA, City Pln., CLA)
5. Design communication and information system to support decentralized permit system (i.e., utility like GIMS) (*City Pln., *Bldg. & Sfty., Info. Svcs., Pub. Wks., Fire)
6. Evaluate damage assessment results following a major disaster based on Damage Assessment System and Damage Incident Reporting System and provide information to the Recovery & Reconstruction Division. (DIRS). (Bldg & Sfty, *Pub. Wks., City Pln.)
7. Provide authority for agencies to except Code enforcement deficiencies for temporary time periods to expedite processing. (*Bldg. & Sfty., *City Pln., Pub. Wks., Fire, Trans., C. Atty.)
8. Review legislation for environmental exemption for any land use decisions in areas designated after a declared emergency. (*C. Atty., City Pln., CRA)
9. Provide an evaluation system to allow the Recovery and Reconstruction Division to apply revitalization tools to areas effected by disaster (*CRA, *City Pln.)

POLICY STATEMENT NO. 6

IT IS THE CITY'S POLICY THAT FOLLOWING A COMMUNITY-WIDE DISASTER, ANY PLAN REVISIONS OR ADOPTION SHALL TAKE INTO CONSIDERATION THE CORRECTION OF DEFICIENCIES IN INFRASTRUCTURE AND IMPROVEMENTS, BOTH PUBLIC AND PRIVATE. (IMPROVEMENTS COULD INCLUDE NON-CONFORMING STREETS, INEFFICIENT STREET PATTERNS, RECREATIONAL FACILITIES, ETC.)

ACTION (IMPLEMENTATION) PROGRAMS

1. Develop criteria to determine if the existing facility needs to be upgraded to current standards based on: (Pub. Wks., Trans., Water & Power, CRA, *City Pln.)
 - o Type and use of facility
 - o Importance of upgrade in terms of public safety
 - o Extent of damage
 - o Age of existing facility
 - o Cost

2. Develop program to upgrade or change infrastructure facilities based upon plan revisions. (*Pub. Wks., Trans., Water & Power)

POLICY STATEMENT NO. 7

IT IS THE CITY'S POLICY THAT THE RECOVERY AND RECONSTRUCTION PLAN BE CONSISTENT WITH THE SAFETY ELEMENT OF THE GENERAL PLAN.

ACTION (IMPLEMENTATION) PROGRAMS

1. Insure that the Recovery and Reconstruction Plan is consistent with the Safety Element of the General Plan and amend either plan as deemed appropriate. (All, *City Pln.,)
2. Design and develop a centralized computer mapping repository of pertinent geologic data obtained from case processing, i.e., core holes, water table levels, and bedrock geology and update the environmental atlas and data base as part of the Safety Element implementation programs. (*City Pln., Bldg. & Sfty., Pub. Wks.)
3. Re-evaluate existing Building and Safety and Planning Code regulations pertaining to reconstruction, i.e., nonconforming rights. (*City Pln., Bldg. & Sfty.)
4. Draft ordinances and/or administrative procedures to implement mitigation measures of potential hazard areas as identified by the Safety Element. (*City Pln., CRA, C. Atty.)

POLICY STATEMENT NO. 8

IT IS THE CITY'S POLICY, THAT THE RECOVERY AND RECONSTRUCTION DIVISION IDENTIFY POTENTIAL AREAS. FOR SIGNIFICANT CHANGES IN LAND USE. PATTERNS AND/OR REDEVELOPMENT ACTIVITIES.

ACTION (IMPLEMENTATION) PROGRAMS

1. Review and revise qualifying criteria for the City's various revitalization tools such as redevelopment Specific Plans, Community Development Block Grants and Enterprise Zones. (*CRA, City Pln., CDD).
2. Identify potential areas for redevelopment based on the criteria developed for new standards based on land use patterns, zoning consistency programs, and redevelopment objectives. (*City Pln., *CRA, Bldg. & Sfty., Pub. Wks.)
3. Identify interdepartmental work group to coordinate the implementation of land use/reuse policies. (*City Pln.)

E. ORGANIZATION AND AUTHORITY

POLICY STATEMENT NO. 1

IT IS THE CITY'S POLICY THAT TO THE EXTENT POSSIBLE, THE CITY SHALL ACCOMPLISH DISASTER RECOVERY AND RECONSTRUCTION THROUGH THE EXISTING CITY EMERGENCY OPERATIONS ORGANIZATION STRUCTURE WHICH MAY BE MODIFIED TO ADDRESS RECOVERY AND RECONSTRUCTION CONCERNS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Amend the Local Emergency Ordinance to detail the powers and organization of the Recovery and Reconstruction Division after a Declared Emergency, including the structure and approval process of any determination made by the Recovery and Reconstruction Division. (*City Pln., CRA)
2. Prepare implementation procedures, forms, and training; keep an updated list of members of the Division. (*City Pln., CRA) Manual as necessary in order to assure consistency. (*CAO, Fire, Police)

POLICY STATEMENT NO. 2

IT IS THE CITY'S POLICY THAT A RECOVERY AND RECONSTRUCTION DIVISION BE CREATED AS A MULTI-AGENCY DIVISION OF THE EMERGENCY OPERATIONS ORGANIZATION.

ACTION (IMPLEMENTATION) PROGRAMS

1. Coordinate the development of recommendations for City Policy involving multiple agencies on Recovery and Reconstruction issues. (*City Pln., CRA)
2. Coordinate the development, involving multiple agencies, of a Recovery and Reconstruction Plan for the City, said plan to be subject to review and approval by the Mayor and the City Council. (*City Pln.)
3. Coordinate the development of each Division of the Emergency Operations Organization's necessary operating procedures; relating to Recovery and Reconstruction. (*City Pln., All)
4. Coordinate each Division of the Emergency Operations Organization's own implementation of the newly adopted policies, plan legislation and operating procedures relating to post-emergency Recovery and Reconstruction. (*City Pln., All)

POLICY STATEMENT NO. 3

IT IS THE CITY'S POLICY THAT FOLLOWING ANY MAJOR DISASTER, EVERY EFFORT BE MADE TO RESTORE NORMAL OPERATING AND DECISION-MAKING PROCESSES AS QUICKLY AS POSSIBLE, AND THAT, TO THE EXTENT POSSIBLE, RECOVERY AND RECONSTRUCTION OBJECTIVES BE ACCOMPLISHED THROUGH STANDARD OPERATING PROCEDURES.

ACTION (Implementation) PROGRAMS

1. Identify areas and uses where streamlined process should apply immediately after a declared emergency and determine when standard operating procedures should be restored as part of the responsibilities of the Recovery and Reconstruction Division. (*City Pln., CRA)
2. Determine standards prior to an event to be used by the Recovery and Reconstruction Division after an event for clearances and expedited procedures. (*City Pln., CRA)
3. Review of any ordinances and legislation affecting the organization of the Recovery and Reconstruction Division be made by the Policies and Procedures Subcommittee of the Emergency Operations Organization. (*City Pln., All)
4. Modify the Emergency Operations Master Plan and Procedures Manual as necessary in order to assure consistency. (*CAO, Fire, Police)

POLICY STATEMENT NO. 4

IS THE CITY'S POLICY THAT OPPORTUNITY FOR PUBLIC PARTICIPATION BE PART OF THE ADOPTION PROCESS OF THE RECOVERY AND RECONSTRUCTION POLICIES AND PROGRAMS FOR THE SAFETY ELEMENT AND THAT PUBLIC PARTICIPATION FOR LAND USE DECISIONS AFTER A DECLARED EMERGENCY BE MADE THROUGH THE PUBLIC HEARING PROCESS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Develop a citizen participation process as part of the work program for the Safety Element. (*City Pln.).
2. Develop a public information program for the Safety Element (*City Pln.).
3. Incorporate a hearing process for land use decisions in devastated areas. (*City Pln., CRA, City Atty.).

POLICY STATEMENT NO. 5

IT IS THE CITY'S POLICY THAT LEGISLATIVE POLICY PRIORITIES BE ESTABLISHED AND MAINTAINED ADDRESSING RECOVERY AND RECONSTRUCTION FROM A MAJOR DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

1. Identify, prioritize, sponsor and support legislation needed to implement Recovery and the Reconstruction Plan (*CLA, City Pln.).

F. PSYCHOLOGICAL REHABILITATION

POLICY STATEMENT NO. 1

IT IS THE CITY'S POLICY TO ADDRESS THE PSYCHOLOGICAL ASPECTS OF THE AFTERMATH OF A MAJOR DISASTER AFFECTING BOTH CITIZENS AND CITY EMPLOYEES.

ACTION (IMPLEMENTATION) PROGRAMS

1. Establish a Psychological Aspects Task Force for the purpose of preparing policies and procedures as appropriate. (*Pers., Fire, Police, CDD, CRA, Rec. & Pks., Aging, LA Co., Red Cross, LAUSD).
2. Amend the Recovery & Reconstruction Plan based on recommendations from the Psychological Aspects Task Force. (*City Pln., Pers., Fire, Police, CDD, CRA, Rec. & Pks., Aging, LA Co., Red Cross, LAUSD.)
3. Carry out policy and procedures following a major disaster. (*Pers., Fire, Police, Red Cross, LAUSD.)

POLICY STATEMENT NO. 2

IT IS THE CITY'S POLICY TO RECOGNIZE THAT ONE OF THE MOST SERIOUS IMPACTS OF ANY DISASTER IS THE PSYCHOLOGICAL TRAUMA WHICH THE DISASTER CREATES FOR PUBLIC SERVICE AND VOLUNTEER PERSONNEL WHO MUST RESPOND TO IT, AND FOR CITIZENS WHO ARE DIRECTLY AND INDIRECTLY AFFECTED BY IT. THE CITY'S PLANS TO PREPARE FOR, RESPOND TO, AND RECOVER FROM DISASTERS SHALL INCLUDE PROVISIONS TO DEAL WITH DISASTER-RELATED STRESS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Revise the Emergency Operations Organization Ordinance to add responsibility for the Personnel Division to develop a mental health disaster plan for disaster response and recovery. (Pers., CLA, *C. Atty)
2. Develop and implement a mental health disaster plan with the addition of professional staff in the Personnel Division. A member of the professional staff should report to the

Emergency Management Committee to advise the committee on psychological issues related to emergency planning and management. (*EOB, *Pers, CAO)

3. Actively seek private and corporate sponsorship for the efforts required to implement the program embodied herein. (*Pers)

POLICY STATEMENT NO. 3

IT IS THE CITY'S POLICY THAT STRESS MANAGEMENT SHOULD NOT BE LIMITED TO INTERVENTION BY MENTAL HEALTH PROFESSIONALS AFTER A DISASTER. DISASTER-RELATED STRESS CAN BE ALLEVIATED TO A SIGNIFICANT DEGREE BY THE PRE-INCIDENT PREPARATIONS WHICH ARE MADE TO COPE WITH A DISASTER'S OCCURRENCE. BECAUSE CITY EMPLOYEES REPRESENT A CRITICAL RESOURCE IN DISASTER RESPONSE AND RECOVERY, PRIORITY SHOULD BE GIVEN TO PROGRAMS WHICH WILL HELP MITIGATE THEIR POST-TRAUMATIC STRESS.

ACTION (IMPLEMENTATION) PROGRAMS

1. Develop a program to mitigate post traumatic stress for all city employees with priority given to employees directly involved in disaster response and recovery. Elements of this program should include:
 - a. Inventory of available critical incident stress programs, including contacts with other metropolitan areas, relevant disaster agencies such as the National Organization for Victims Assistance, the Federal Emergency Management Agency, and the Society for Traumatic Stress Studies. (*Pers, CAO, Red Cross, LAUSD)
 - b. Establishment of a City library of resource material on post traumatic stress disorder and critical incident stress debriefing. (*Pers.)
 - c. Working with Mental Health professionals to develop a pre-incident psychological training program for City personnel who may be required to assist during and after emergencies. (*Pers., Fire, Police)
 - d. Identifying a cadre of Mental Health professionals and paraprofessionals who would be pledged to assist City personnel in coping with traumatic stress and establishing a program to certify or register them for this work. (*Pers., Red Cross, LAUSD, Police, Fire)
 - e. Establishment of reciprocal agreements with other areas to provide counseling and other trauma debriefing resources in the event of a major disaster. (*Pers., CAO)
 - f. Selecting and training departmental facilitators to be available for psychological management of City employees during emergency situations. (*Per., All)

- g. Coordination of liaison between civilian operating departments and the Police and Fire Departments to assist in the development of civilian, peer counseling programs similar to those available for sworn personnel. (*Per., CAO, Police, Fire)
- 2. Encourage the Police and Fire Departments to designate appropriately trained personnel to be available during a major disaster for the psychological management of the front line workers of their respective departments. (The mental health professional staff within the Police and Fire departments is insufficient to provide adequate coverage to front line emergency service workers at the time of a widespread disaster). (*Pers., *EOB, Police, Fire)

POLICY STATEMENT NO. 4

IT IS THE CITY'S POLICY TO MAXIMIZE COMMUNITY AND PUBLIC RESOURCES AVAILABLE TO DEAL WITH STRESS MANAGEMENT IN A MAJOR DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

- 1. Encourage community and public Mental Health and allied professionals to be trained in the treatment of traumatic stress by:
 - a. Actively promoting the concept that training in crisis management, post traumatic stress disorder, and critical incident debriefing by made a part of the licensing requirements and/or training for health care and mental health professionals, emergency service workers, and social service workers. (*Pers., Fire, Police, Red Cross, LAUSD)
 - b. Encouraging the Police Department to solicit the Commission on Peace Officer Standards and Training (POST) to design and accredit a course in post traumatic stress for protective service personnel. (*Pers., Police)
 - c. Encouraging a similar effort on the part of the Fire Department with regard to professional fire and EMS organizations. (*Pers., Fire)
 - d. Encouraging the L.A. Unified School District to include critical incident stress debriefing techniques as part of the training provided to school counselors and school nurses; and by encouraging them to design workbooks and curricula to help students work through the psychological trauma of a disaster. (*Pers., LAUSD)
 - e. Encouraging the American Red Cross to include critical incident stress debriefing and listening skills techniques as part of the training routinely provided to their staff and volunteer personnel. (*Pers., Red Cross)

2. Develop a plan in conjunction with the Los Angeles County Mental Health Department for utilization of treatment facilities and the recruitment and certification of volunteer mental health professionals who would be mobilized in a disaster to provide assistance to public service personnel, disaster victims, and the community in general. (*Pers., CAO)
3. Continue the Mental Health Disaster Preparedness Task Group by meeting periodically to advise City staff on the plans and programs developed to address the issues outlined in this program element. (*Pers., Fire, Police, CDD, CRA, Rec. & Pks., Aging, LA CO., Red Cross, LAUSD)

POLICY STATEMENT NO. 5

IT IS THE CITY'S POLICY THAT WHILE PRIORITY MUST BE GIVEN TO EFFORTS TO PREVENT AND DEAL WITH POST TRAUMATIC STRESS ON THE PART OF CITY EMPLOYEES AND DISASTER VOLUNTEERS, THE CITY'S LONG-TERM RECOVERY EFFORTS WILL BE SIGNIFICANTLY AFFECTED BY THE EFFECTS WHICH POST TRAUMATIC STRESS HAS ON THE CITIZENS AND THE COMMUNITY AS A WHOLE.

ACTION (IMPLEMENTATION) PROGRAMS

1. Consider the feasibility of expanding the Neighborhood Watch program of the Police Department to include a component of disaster preparedness and/or dissemination of a brochure on mental health disaster preparedness (*Police, Pers.,)
2. Include in the Fire Department's Disaster Preparedness Division program mental health preparedness. (*Fire, Pers.,)
3. Prepare materials for distribution citywide to prepare citizens to cope with psychological trauma under the guidance of the Mental Health Task Force and ethnic community leaders. (*Pers., CAO)
4. Encourage corporations through the Chambers of Commerce, BICEPP and DEPAC to include in their disaster preparedness plans a section on mental health preparedness. (*EOB, Mayor, Pers.,)
5. Promote the establishment of mental health disaster preparedness programs within civic, religious and public groups. (*EOB, Mayor, Pers.,)

POLICY STATEMENT NO. 6

IT IS THE CITY'S POLICY TO WORK CLOSELY WITH MEDIA REPRESENTATIVES TO ENSURE THE DISSEMINATION OF MENTAL HEALTH INFORMATION IS APPROPRIATE FOR THE EFFECTIVE RESPONSE TO AND RECOVERY FROM A MAJOR DISASTER. THE INFORMATION DISSEMINATED TO THE PUBLIC BY THE MEDIA BEFORE, DURING AND FOLLOWING A MAJOR DISASTER CAN HAVE A SIGNIFICANT IMPACT ON THE DISASTER-RELATED STRESS EXPERIENCED WITHIN THE COMMUNITY.

ACTION (IMPLEMENTATION) PROGRAMS

1. Develop a program that will educate the media regarding the significant impact they can have on post-traumatic stress. (*Pers., Mayor, Fire, Police)
2. Develop materials for media distribution during a disaster to help mitigate post-traumatic stress. (*Pers., Mayor, Fire, Police)
3. Identify a panel of experts to contact and interview regarding post traumatic stress. (*Pers.)
4. Contact media of various ethnic groups to encourage that the diverse cultures within the City are appropriately informed on mental health issues at the time of a disaster. (*Pers., *Mayor)

G. VITAL RECORDS

POLICY STATEMENT NO. 1

IT IS THE CITY'S POLICY TO FORMULATE AND MAINTAIN A VITAL RECORDS PROTECTION AND RETENTION PLAN IN ORDER TO PROVIDE PROTECTION OF CITY DOCUMENTS REQUIRED TO CONTINUE ESSENTIAL OPERATIONS IN THE EVENT OF A DISASTER.

ACTION (IMPLEMENTATION) PROGRAMS

1. Define vital records and the program responsibility. (*City Clerk, VR Task Force)
2. Designate classifications of vital records. (*City Clerk, VR Task Force)
3. Develop procedures for Vital Records program implementation and maintenance. (*City Clerk, VR Task Force, All Departments)
4. Create a vital records component to departmental emergency preparedness plans and submit proposed plans to the Vital Records Task Force for review. (*City Clerk, All Departments)
5. Analyze Vital Records to determine the most effective means of protection, reconstruction or reconstitution of vital data. (*City Clerk, All Departments)
6. Revise established Records Retention Schedules to reflect those records of Vital Records status. (*City Clerk, All Departments)

ACTION PROGRAMS LISTED BY LEAD DEPARTMENTS

LEGEND:

[A.7.1]

Action Program Number

Policy Number

Work Group Sections

All Departments

1. Determine purpose, scope and composition of damage assessment teams. (All, *Bldg, & Sfty.) [A.7.1]
2. Complete the design and development of a Damage Assessment System. (All, *Bldg. & Sfty.) [A.7.2]
3. Review criteria for damage assessment of buildings. (All, *Bldg. & Sfty.) [A.7.4]
4. Identify and prioritize services that are provided to the public and identify the impact of curtailment of each service. (All Depts. & Outside Utilities, *EOB) [B.1.1]
5. Review, amend as needed and implement relocation plans for critical department operations housed in severely damaged buildings. (*Gen. Svcs., All) [B.1.3]
6. Assign representatives to assist the Utility in coordinating and facilitating restoration and repairs of utility facilities. (*EOB, Water and Power, All) [B.1.9]
7. Group and assign all classes of employees and departmental functions into those which will be essential for operations following a disaster and those which will not. (All, *Pers.) [B.2.1]
8. Develop a skills inventory which identifies both classes of employees and those individual employees with training, experience or specific skills that would be useful in disaster response, recovery and reconstruction so that employees may be assigned to duties according to their specific abilities after a major disaster. (*All, *Per.) [B.2.2]
9. Develop a plan for inter-departmental assignment of employees based on pre-identification of needs after a major disaster. This plan shall include a statement that all employees shall be returned to their normal duties as rapidly as conditions permit. (*EOB, All) [B.2.3]
10. Determine the non-structural earthquake hazards in all City buildings. (All *Gen. Svcs.) [B.3.2]
11. Identify alternate public and private work locations. (*Gen. Svcs., All) [B.3.6]
12. Develop a pre-event public information/education program which includes disaster preparedness information which could be distributed via cable television and pre-printed materials. (All, *Telecom.) [B.5.3]
13. Assign and release public information announcements as appropriate. (All, EOB *Mayor) [B.5.4]
14. Maintain all Department vital records in accordance with guidelines provided by the Vital Records Task Force. (All *City Clerks). [B.7.2]

15. Identify potential sources of revenue losses e.g.: business license sales, transient occupancy, property, utility users, etc. (*CAO, All) [C.1.4]
16. If necessary impose a hiring freeze except for critical skills and an equipment freeze except for equipment essential to recovery and reconstruction efforts. (*CAO, All)
17. Identify extraordinary expenditure requirements: (All *CAO) [C.1.10]
 - Demolition
 - Debris removal
 - Temporary structures
 - Inspections
 - Overtime
18. Establish a plan and procedures for personnel redeployment. (All, *Pers.) [C.1.10]
19. Redeploy personnel if necessary, (All, *CAO) [C.1.11]
20. Complete a computerized City property inventory and determine needs. (All, *Gen. Svcs.) [C.1.16]
21. Review and refine steps taken in the short term recovery efforts. (All, *City Pln.) [C.2.1]
22. Develop a plan to seek reallocation of existing grants. (All, *CLA) [C.2.5]
23. Identify and seek other grant money: (All, *CLA) [C.2.6]
 - Housing and Urban Development
 - Clean Water Grants (EPA)
 - Public Improvements (EDA)
24. Develop procedures for identify services that could be contracted, transferred, or temporarily deferred. (All, *CAO) [C.2.9]
25. Establish processes, procedures, and criteria to prioritize private sector recovery working with Federal and State agencies. (All, Mayors) [C.3.1]
26. Utilize existing grant funds and prioritize as needed. (All, *CLA) [C.3.5]
27. Establish, during the General Plan revision process, long-range development priorities which would guide reconstruction plans. (All, *City Pln.) [D.2.3]
28. Develop a public education program regarding natural disasters and require presentation at General Plan revision meetings. (All, *City Pln., *CRA) [D.2.4]
29. Develop liaison with the media for public education programming immediately after a natural disaster. (All, *Mayor) [D.2.5]

30. Insure that the Recovery and Reconstruction Plan is consistent with the Safety Element of the General Plan and amend either plan as deemed appropriate. (All, *City Pln.) [D.7.1]
31. Coordinate the development of each Division of the Emergency Operations Organization's necessary operating procedures relating to Recovery and Reconstruction. (*City Pln., All) [E.2.3]
32. Coordinate each Division of the Emergency Operations Organization's own implementation of the newly adopted policies, plan legislation and operating procedures relating to post-emergency Recovery and Reconstruction. (*City Pln., All) [E.2.4]
33. Review of any ordinances and legislation affecting the organization of the Recovery and Reconstruction Division be made by the Policies and Procedures Subcommittee of the Emergency Operations Organization. (*City Pln. All) [E.3.3]
34. If necessary, implement procedures for contracting, transferring or deferring City Services. (*CAO, All) [C.2.10]
35. If necessary, impose a hiring freeze except for critical skills and an equipment freeze except for equipment essential to recover and reconstruction efforts. (*CAO, All) [C.1.6]
36. Initiate analysis for the City Budget to identify unexpended funds which could be used to finance recovery and reconstruction projects. (*CAO, All) [C.1.23]
37. Coordinate the completion of Federal and State disaster reimbursement forms. (*CAO, All) [C.1.24]
38. Develop a program to mitigate post traumatic stress on the part of all City employees with priority given to employees directly involved in disaster response and recovery. Elements of this program should include:

Selecting and training departmental facilitators to be available for psychological management of City employees during emergency situation. (*Pers., All) [F.3.1f]
39. Develop procedures for Vital Records program implementation and maintenance. (*City Clerk, VR Task Force, All Departments). [G.1.3]
40. Create a vital records component to departmental emergency preparedness plans and submit proposed plans to the Vital Records Task Force for review. (*City Clerk, All Departments) [G.1.4]
41. Analyze Vital Records to determine the most effective means of protection, reconstruction or reconstitution of vital data. (*City Clerk, All Departments) [G.1.5]
42. Revise established Records Retention Schedules to reflect those records of Vital Records status. (*City Clerk, All Departments) [G.1.6]

Department of Building and Safety

Pre-event Actions

1. Periodically review Uniform Building Code (UBC) requirements for earthquake design and City's mitigation standards. (*Bldg. & Sfty.) [D.1.2]
2. Develop methodology for analyzing and defining hazardous buildings and mitigation plan. (*Bldg. & Sfty.) [D.1.1]
3. Inspect City and private buildings and create a potentially hazardous building inventory in accordance with the following priority: (*Bldg. & Sfty.) [D.1.3]
 - 1st. Unreinforced Masonry (URM)
 - 2nd. URM Infills
 - 3rd. Tilt-up, Non-ductile Concrete Frame
4. Develop emergency building provisions for temporary commercial use with appropriate time and use limitations. (*Bldg. & Sfty., *City Plan, Fire) [A.3.3]
5. Develop and maintain due processes and procedures to demolish structures considered to be unsafe for habitation and declared an imminent hazard with proper notification of owner. (*Bldg. & Sfty.) [A.5.2]
6. Establish criteria for contractual agreements for emergency demolition with private sector. (*Bldg. & Sfty.) [A.5.1]
7. Establish contractual agreements, utilizing the approved bid process, with private contractors for emergency demolition, lot cleaning, barricading and/or securing property. (*Bldg. & Sfty., Pub. Wks.) [A.5.3]
8. Determine purpose, scope and composition of damage assessment teams. (All, *Bldg. & Sfty.) [A.7.1]
9. Review criteria for damage assessment of buildings. (All, *Bldg. & Sfty.) [A.7.4]
10. Establish procedures to expedite the building permit process and provide relief for the required fees. (*Bldg. & Sfty., City Pln., Pub. Wks., Fire) [A.8.3]
11. Provide authority for agencies to accept Code enforcement deficiencies for temporary time periods to expedite processing. (*Bldg. & Sfty., *City Pln., Pub Wks., Fire, Trans., Cty. Atty.) [D.5.7]
12. In cooperation with other City agencies, develop pre-incident agreements with other local, State and Federal agencies for mutual aid. (Pub. Wks., W&P, *Bldg. & Sfty., Priv. Sec.) [A.6.1]
13. Complete the design and development of a Damage Assessment System. (All, *Bldg. & Sfty.) [A.7.2]

14. Design communication and information system to support decentralized permit system (i.e. utility like GIMS). (*City Pln., *Bldg. & Sfty., Infor. Svcs., Pub. Wks., Fire) [D.5.5]
15. Prepare implementation processes to enforce ordinances. (*Bldg. & Sfty., *City Plan, Fire) [A.3.4]
16. Exercise the implementation processes and procedures using an earthquake scenario. (*Bldg. & Sfty., *City Plan, CDD) [A.3.5]
17. Assess the seismic survivability of public and private buildings. (Pub. Wks., Gen. Svcs., *Bldg. & Sfty.) [B.3.1]

Post-event Action

1. Deploy hazard identification/damage inspection teams, with assistance of cooperating entities, for detailed identification and recordation of structural damage and other sources of hazard. (*Bldg. & Sfty, City Plan, CRA, CDD, Fire, Publ. Wks., DOT). [A.7.5]
2. Determine which City buildings can be occupied after a major earthquake or other disaster. (Police, Fire, Pub. Wks., Gen. Svcs. *Bldg. & Sfty.) [B.3.5]
3. Establish listing of severely damaged buildings. (*Bldg. & Sfty.) [A.9.1]
4. Implement streamlined process following major disaster. (*City Pln., *Bldg. & Sfty., Pub. Wks., Fire) [D.5.2]
5. During emergency, carry out established demolition procedures (*Bldg. & Sfty.) [A.5.4]
6. Implement the processes and procedures for reestablishment of commercial services following a disaster. (*City Plan, *Bldg. & Sfty.) [A.3.6]
7. Establish one-stop processing center in areas where most severe damage occurred. (*Bldg. & Sfty., City Pln., Pub. Wks., Fire) [A.8.2]
8. Expedite plan check and permitting procedures to minimize the time required for the restoration of hospitals, critical commercial and industrial facilities and utility services in cooperation with the State's Office of the State Architect and/or other regulating agencies. (*Bldg. & Sfty., City Pln., Pub. Wks., Water & Power) [B.1.7]

Chief Legislative Analyst

Pre-event Actions

1. Develop a plan to seek reallocation of existing grants. (All, *CLA) [C.2.5]
2. Sponsor legislation to establish emergency enterprise zones and create special Federal and State tax benefits. [CDD, *CLA] [C.3.2]
3. Lobby for and support effective National Earthquake Insurance Program. (*CLA) [C.3.13]
4. Encourage private lenders to develop a program that facilitates post-disaster loans to private industry and provide City assistance in obtaining such loans. (*CLA, CDD, Mayor) [C.3.16]
5. Identify, prioritize, sponsor and support legislation needed to implement Recovery and the Reconstruction Plan (*CLA, City Pln.). [E.5.1]

Post-event Actions

1. Identify and seek other grant money: (All, *CLA) [C.2.6]
 - Housing and Urban Development
 - Clean Water Grants (EPA)
 - Public Improvements (EDA)
2. Utilize existing grant funds and prioritize as needed. (All, *CLA) [C.3.5]

City Administrative Office

Pre-event Actions

- 1a. Develop processes and procedures to insure city departments produce timely documentation for financial aid or expenditure reimbursement from Federal, State or other entities. (*CAO, Controller, Fire, Police, Pub. Wks., Bldg. and Sfty., Water and Power, Airports, Harbor, CDD, CRA.) [C.1.2]
- 1b. Maintain staff experts in state and federal programs to expedite effective approaches to financial matters after a major disaster. (*CAO, CLA) [C.2.7]
- 1c. Encourage private sector insurance and self-insurance programs as a part of Disaster Preparedness Plans. (*CAO, CLA) [C.3.12]
- 1d. Modify the Emergency Operations Master Plan and Procedures Manual as necessary in order to assure consistency. (*CAO, Fire, Police) [E.3.4]
2. Establish loss reserve fund. (*CAO) [C.1.13]
- 3a. Explore the feasibility of establishing joint powers authority for a loss reserve pooling program. (*CAO, C. Atty., Treas., Controller) [C.1.26]
- 3b. Identify revenue replacement sources such as user, refuse collection and occupational license (payroll) tax) fees and their potential impact on the private sector. Where feasible, draft enabling ordinances. (*CAO, City Clerk, Controller, Treasurer and All revenue generating departments). (C.3.3)
- 4a. Identify financial aid and alternatives from Federal, State, County and other sources and propose legislation as needed. (*CAO, CLA, C. Atty.) [C.1.1]
- 4b. Identify potential sources of revenue losses; e.g., business license sales, transient occupancy, property, utility users, etc. (*CAO, All) [C.1.4]
- 4c. Determine the feasibility of obtaining cash advances from the federal and state governments following a major disaster. (*CAO) [C.1.21]
- 4d. Investigate the feasibility of and, where possible, rearrange access to short-term debt borrowing. (*CAO, Controller, Treasurer) [C.1.22]
- 4e. Develop procedures for identify services that could be contracted, transferred, or temporarily deferred. (All, *CAO) [C.2.9]
5. Consider feasibility and desirability of renegotiation of various terms and conditions of employment (*CAO) [C.2.11]

Post-event Actions

1. Immediately seek financial aid from Federal, State, County and other sources. (*CAO, CLA, Controller, Treasurer) [C.1.3]
2. Assess damage losses following a disaster as accurate as possible before official notification to other authorities. (*CAO, Controller, Treasurer, Info. Svcs., City Clerk) [C.1.5]
3. Select revenue replacement source(s), i.e., user fees, refuse collection fees, occupational license fees. (*CAO, Controller, Treasurer, City Clerk) [C.1.7]
4. Identify extraordinary expenditure requirements: (All *CAO) [C.1.8]
 - Demolition
 - Debris removal
 - Temporary structures
 - Inspections
 - Overtime
5. Issue City debt to finance public reconstruction and recovery projects. (*CAO, CRA, Treasurer) [C.2.8]
6. Defer city taxes and fees. (*CAO, City Clerk, C. Atty., Controller, Treasurer) [C.3.4]
7. If necessary, implement procedures for contracting, transferring or deferring City Services. (*CAO, ALL) [C.2.10]
8. If necessary, impose a hiring freeze except for critical skills and an equipment freeze except for equipment essential to recover and reconstruction efforts. (*CAO, ALL) [C.1.6]
9. Initiate analysis of the City Budget to identify unexpended funds which could be used to finance recovery and reconstruction projects. (*CAO, ALL) [C.1.23]
10. Coordinate the completion of Federal and State disaster reimbursement forms. (*CAO, ALL) [C.1.24]

City Attorney

Pre-event Actions

1. Review legislation for the City to quickly designate redevelopment areas after a declared emergency. (*C. Atty., Cty. Pln., CRA) [D.5.3]
2. Review legislation for environmental exemption for any land use decisions in areas designated after a declared emergency. (*C. Atty., City Pln., CRA) [D.5.8]
3. Revise the Emergency Operations Organization Ordinance to add responsibility for the Personnel Division to develop a mental health disaster plan for disaster response and recovery. (Pers., CLA, *C. Atty) [F.2.1]

City Clerk

Pre-event Actions

1. Define vital records and the program responsibility. (*City Clerk, VR Task Force) [G.1.1]
2. Designate classifications of vital records. (*City Clerk, VR Task Force) [G.1.2]
3. Develop procedures for Vital Records program implementation and maintenance. (*City Clerk, VR Task Force, All Departments) [G.1.3]
4. Create a vital records component to departmental emergency preparedness plans and submit proposed plans to the Vital Records Task Force for review. (*City Clerk, All Departments) [G.1.4]
5. Analyze Vital Records to determine the most effective means of protection, reconstruction or reconstitution of vital data. (*City Clerk, All Departments) [G.1.5]
6. Revise established Records Retention Schedules to reflect those records of Vital Records status. (*City Clerk, All Departments) [G.1.6]
7. Identify alternative sites for City Council meetings to be held in the event the council chambers cannot be accessed. (*City Clerk, CLA) [B.3.7]
8. Ensure that each site is provided with the necessary equipment and supplies to conduct an emergency session of the City Council. (*City Clerk, CLA) [B.3.8]

Community Development Department

Pre-event Actions

1. Identify staff from other City Departments who are knowledgeable regarding loan processing and/or real estate practices and procedures. (*CDD, *HPPD, CRA) [A.8.1]
2. Obtain pre-approval from HCD on process to follow, subsequent to emergency. (*CDD, *HPPD, CRA, CAO) [A.8.4]
3. Develop loan guidelines and procedures. (*CDD, *HPPD, CRA, CAO) [A.8.5]
4. Create a housing Recovery and Reconstruction Task Force within the R&R Division which shall consist of representatives from the CDD, CRA, HACLA, Building and Safety, Planning and Private Developers. (*CDD, *HPPD, CAO, C. Atty., HACLA, Bldg. & Sfty., Recreation and Parks, CRA, Cty. Pln.) [A.9.2]
 - a. Develop criteria for habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event. (*CDD, *HPPD, CRA, HACLA, Bldg. & Sfty., Recreation and Parks, Pvt. Developers)
 - b. Obtain HUD, FEMA, SBA and SDHCD approval to eliminate currently required processes and documentation for expedition loan assistance, such as:
 - (1) Appraisals
 - (2) Lot Book Report in lieu of Title Report
 - (3) Income and mortgage verification documents
 - (4) Judgments, Liens
 - (5) City control of construction funds

(*CDD, *HPPD, CRA, HACLA, Bldg. & Sfty., City Plan, Pvt. Developers)
 - c. Initiate coordination through a Memorandum of Understanding (MOU) with the State Department of Housing & Community Development (SDHCD), Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and responsibilities to include: (a) inspections (b) damage assessment (c) Disaster Assistance Center's ability to make decisions and (d) sharing of data. (*CDD, *HPPD, CRA, HACLA, Bldg. & Sfty., City Pln., Pvt. Developers)
5. Develop processes and procedures to identify and assist businesses in applying for Federal and State disaster assistance. (CAO, *CDD, CLA, Mayor) [C.3.7]
6. Identify and assist business in applying for Federal and State disaster assistance: (CAO, *CDD, CLA, Mayor) [C.3.8]
 - Information line
 - Small business administration
7. Develop processes and procedures to establish business hotline and assistance center. (CAO, CLA, *CDD, Mayor) [C.3.10]

Community Redevelopment Agency

Pre-event Actions

1. Develop ordinances as needed to establish redevelopment areas. (*CRA, City Pln., CAO, C. Atty., CLA) [C.2.2]
- 2a. Develop an evaluation system to allow the Recovery & Reconstruction Division to apply revitalization tools to areas affected by disaster. (*CRA, Cty. Pln.) [D.5.9]
- 2b. Identify potential areas for redevelopment based on the criteria developed for new standards based on land use patterns, zoning consistency programs, and redevelopment objectives. (*City Pln., *CRA, Bldg. & Sfty., Pub. Wks.) [D.8.2]
- 3a. Develop a public education program regarding natural disasters and require presentation of General Plan revision meetings. (All, *City Pln., *CRA) [D.2.4]
- 3b. Review and revise qualifying criteria for the City's various revitalization tools such as redevelopment Specific Plans, Community Development Block Grants and Enterprise Zones. (*CRA, City Pln., CDD). [D.8.1]
4. Investigate the feasibility of funding and establishing a City loan program for financing loans to owners of damaged properties without regard for their state or federal assistance applications [A.9.3]

Post-event Actions

- 1a. Establish redevelopment areas, utilize tax increment financing and encourage private investment. (*CRA, Cty. Pln., CAO, C. Atty., CLA) [C.2.3]
- 1b. Recommend new redevelopment project areas to the Redevelopment Agency, Planning Commission and City Council. (*CRA, City Pln., CLA) [D.5.4]
2. If feasible, establish a City loan program to finance loans to owners of damaged properties without regard to their state or federal financial assistance applications. [A.9.4]

Emergency Operations Board

Pre-event Actions

1. Identify and prioritize services that are provided to the public and identify the impact of curtailment of each service. (All Depts. & Outside Utilities, *EOB) [B.1.1]
2. Develop a plan for inter-departmental assignment of employees based on pre-identification of needs after a major disaster. This plan shall include a statement that all employees shall be returned to their normal duties as rapidly as conditions permit. (*EOB, All) [B.2.3]
3. Coordinate the development, where feasible, of departmental mutual aid agreements with other public and private entities. (*EOB, ALL) [C.1.25]
4. Encourage corporations through the Chambers of Commerce, BICEPP, and DEPAC to include in their disaster preparedness plans a section on mental health preparedness. (*EOB, Mayor, Pers.,) [F.5.4]
5. Promote the establishment of mental health disaster preparedness programs within civic, religious and public groups. (*EOB, Mayor, Pers.,) [F.5.5]
6. Encourage the Police and Fire Departments to designate appropriately trained personnel to be available during a major disaster for the psychological management of the front line workers of their respective departments. (The mental health professional staff within the Police and Fire Departments is insufficient to provide adequate coverage to front line emergency services workers at the time of a front line emergency services workers at the time of a widespread disaster). (*Pers., *EOB, Police, Fire) [F.3.2]
7. Develop and implement a mental health disaster plan with the addition of professional staff in the Personnel Division. A member of the professional staff should report to the Emergency Management Committee to advise the committee on psychological issues related to emergency planning and management. (*EOB, Pers., CAO) [F.2.2]

Post-event Action

1. Assign representatives to assist the Utility in coordinating and facilitating restoration and repairs of utility facilities. (*EOB, Water and Power, All) [B.1.9]

Fire Department

Pre-event Action

1. Include in the Fire Department's Disaster Preparedness Division Program mental health preparedness. (*Fire, Pers.,) [F.5.2]

General Services Department

Pre-event Actions

1. Identify alternate locations for the Emergency Operations Center. (CAO, Police, Fire, Water & Power, Trans., Rec. & Pks., Pub. Wks., Personnel, Bldg. & Sfty., *Gen. Svcs.) [B.3.4]
2. Identify all City buildings including those which have emergency generators, underground fuel storage, water storage tanks, and other unique characteristics which may prove valuable in the event of a major disaster. (Pub. Wks., Bldg. & Sfty., Prioprietary Depts., *Gen. Svcs.) [B.3.3]
3. Determine the non-structural earthquake hazards in all City buildings. (All, *Gen. Svcs.) [B.3.2]
4. Develop relocation plans for those critical Department operations housed in severely damaged buildings. (*Gen. Svcs., Proprietary Depts.) [B.1.2]
- 4a. Identify alternate public and private work locations. (*Gen. Svcs., All) [B.3.6]
5. Develop procedures, forms, etc. to cancel purchase orders and contracts. (*Gen. Svcs.) [C.1.16]
6. Complete a computerized City property inventory and determine needs. (All, *Gen. Svcs.) [C.1.18]
7. Prepare a comprehensive inventory of equipment and supplies, both public and private, which may be available for use after a major disaster. (*Gen. Svcs., Info. Svcs., Police) [B.4.2]
8. Develop a comprehensive list of needs for emergency contracts and agreements for materials, equipment, and warehousing space. (CAO, *Pub. Wks., *Gen. Svcs., Fire, Police) [B.4.2]

Post-event Actions

1. Review, amend as needed and implement relocation plans for critical department operations housed in severely damaged buildings. (*Gen. Svcs., All) [B.1.3]
2. Prioritize and cancel all non-essential purchase orders and contracts. (*Gen. Svcs.) [C.1.17]
3. Propose sale or lease of surplus City property. (All, Pub. Wks., *Gen. Svcs.) [C.1.19]
4. Coordinate execution of contracts and agreements as needed for materials, equipment, and warehousing space. (CAO, Pub. Wks., *Gen. Svcs., Fire, Police) [B.4.3]

Housing Preservation and Production Department

Pre-event Actions

1. Enact administrative regulations to:
 - Prohibit the eviction of renters from rental units;
 - Relocate displaced renters into their original housing at the same rental levels;
 - Require landlords to refund security deposits in full to renters forced to move because of the disaster. (*HPPD, CRA, CLA, C. Atty.) [A.2.1]
2. Develop processes and procedures to carry out the action specified above, including public hearings, appeal processes, etc., (*HPPD) [A.2.2]
3. Identify staff from other City Departments who are knowledgeable regarding loan processing and/or real estate practices and procedures. (*CDD, *HPPD, CRA) [A.8.1]
4. Obtain pre-approval from HCD on process to follow, subsequent to emergency. (*CDD, *HPPD, CRA, CAO) [A.8.4]
5. Develop loan guidelines and procedures. (*CDD, *HPPD, CRA, CAO) [A.8.5]
6. Create a housing Recovery and Reconstruction Task Force within the R&R Division which shall consist of representatives from HPPD, CDD, CRA, HACLA, Building and Safety, Planning and Private Developers. (*CDD, *HPPD, CAO, C. Atty., HACLA, Bldg. & Sfty., Recreation and Parks, CRA, Cty. Pln.) [A.9.2]
 - a. Develop criteria for habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event. (*HPPD, CRA, HACLA, Bldg. & Sfty., Recreation and Parks, Pvt. Developers)
 - b. Obtain HUD, FEMA, SBA and SDHCD approval to eliminate currently required processes and documentation for expedition loan assistance, such as:
 - (1) Appraisals
 - (2) Lot Book Report in lieu of Title Report
 - (3) Income and mortgage verification documents.
 - (4) Judgements, Liens
 - (5) City control of construction funds

(*CDD, *HPPD, CRA, HACLA, Bldg. & Sfty., City Plan, Pvt. Developers)
 - c. Initiate coordination through a Memorandum of Understanding (MOU) with the State Department of Housing and Community Development (SDHCD), Department of Housing and Urban Development (HUD),

Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and responsibilities to include: (a) inspections (b) damage assessment (c) Disaster Assistance Center's ability to make decisions and (d) sharing of data. (*CDD, *HPPD, CRA, HACLA, Bldg. & Sfty., City Plan., Pvt. Developers)

Post-event Actions

1. Implement the procedures after the disaster to protect renters from displacement and unwarranted financial hardships resulting from landlord actions. [A.2.3.]

Information Services Department

Pre-event Action

1. Review, revise as necessary, and implement plan for back up communications and data processing system required in the event that relocation is required. (Gen. Svcs., Fire, *Info. Svcs., Police) [B.4.5]
2. Complete the design and development of the Damage Incident Reporting System (DIRS) to insure rapid recording of mapped and tabular information related to hazards, injuries, deaths, structural damage, etc. (City Plan., *Info. Svcs. Police, Pub. Wks., Fire) [A.7.3]

Mayor

Pre-event Actions

1. Establish liaison with trade associations of essential commercial services (food, pharmaceuticals, banks, etc.) to determine what it would take to set up temporary business location (shelters, utilities, security, etc.). Perhaps develop an emergency planning task force within those organizations. (*Mayor, CLA) [A.3.1]
2. Develop a plan identifying who to contact in order to set up the business after the emergency period. (*Mayor, CLA) [A.3.2]
3. Promote the development of a plan to provide an "Office of Business Aid" that can be opened immediately after a major disaster to facilitate rehabilitation permitting processes (*Mayor) [A.3.7]
4. Develop a plan to provide an "Office of Business Aid" that can be opened immediately after a major disaster in order to facilitate businesses in reopening by providing information regarding engineering, utilities, alternate work sites, permits, etc. (CRA, City Pln., Bldg. & Sfty., Pub. Wks., Water and Power, *Mayor). [A.3.8]
5. Develop a list of designated spokespersons in the various fields of expertise who would be utilized to prepare public information after a major disaster. (*Mayor, EOB) [B.5.2]
6. Promote the development of processes and procedures to identify and assist businesses in applying for disaster assistance. (*Mayor) [C.3.6]
7. Promote the development of business hot lines and assistance centers (*Mayor) [C.3.9]
8. Facilitate mutual aid between private businesses. (*Mayor, CLA, CAO) [C.3.14]
9. Promote private sector emergency preparedness planning and business resumption planning. (CAO, CLA, *Mayor) [C.3.17]
10. Develop liaison with the media for public education programming immediately after a natural disaster (All, *Mayor) [D.2.5]
11. Establish processes, procedures, and criteria to prioritize private sector recovery working with Federal and State agencies. (All, *Mayor) [C.3.1]
12. Contact media of various ethnic groups to encourage that the diverse cultures within the City are appropriately informed on mental health issues at the time of a disaster. (*Pers., *Mayors) [F.6.4]

Post-event Actions

1. Open Office of Business Aid. (CRA, CDD, *Mayor) [A.3.9]

2. Assign and release public information announcements as appropriate. (All, EOB, *Mayor) [B.5.4]
3. Approve extraordinary expenditure requirements (*Mayor, EOB) [C.1.11]
4. Approve sale or lease of surplus City Property (*Mayor, EOB) [C.1.20]
5. Establish business hot line and assistance center. (CAO, CLA, CDD, *Mayor) [C.3.11]

Personnel Department

Pre-event Actions

1. Establish a Psychological Aspects Task Force for the purpose of preparing policies and procedures as appropriate. (*Pers., Fire, Police, CDD, CRA, Rec. & Pks., Aging, LA Co., Red Cross, LAUSD). [F.1.1]
2. Group and assign all classes of employees and departmental functions into those which will be essential for operations following a disaster and those which will not. (All, *Pers.) [B.2.1]
3. Develop a skills inventory which identifies both classes of employees and those individual employees with training, experience or specific skills that would be useful in disaster response, recovery and reconstruction so that employees may be assigned to duties according to their specific abilities after a major disaster. (*All, *Per.) [B.2.2]
4. Actively seek private and corporate sponsorship for the efforts required to implement the program embodied herein. (*Pers.) [F.2.3]
5. Develop a program to mitigate post traumatic stress for all City employees with priority given to employees directly involved in disaster response and recovery. Elements of this program should include:
 - a. Inventory of available critical incident stress programs, including contacts with other metropolitan areas, relevant disaster agencies such as the National Organization for Victims Assistance, the Federal Emergency Management Agency, and the Society for Traumatic Stress Studies. (*Pers., CAO, Red Cross, LAUSD) [F.3.1a]
 - b. Establishment of a City library of resource material on post traumatic stress disorder and critical incident stress debriefing. (*Pers.) [F.3.1b]
 - c. Working with Mental Health professionals to develop a pre-incident psychological training program for City personnel who may be required to assist during and after emergencies. (*Pers., Fire, Police) [F.3.1c]
 - d. Identifying a cadre of Mental Health professionals and paraprofessionals who would be pledged to assist City Personnel in coping with traumatic stress and establishing a program to certify or register them for this work. (*Pers., Red Cross, LAUSD, Police, Fire) [F.3.1d]
 - e. Establishment of reciprocal agreements with other areas to provide counseling and other trauma debriefing resources in the event of a major disaster. (*Pers., CAO) [F.3.1e]
 - f. Selecting and training departmental facilitators to be available for psychological management of City employees during emergency situations. (*Pers., All) [F.3.1f]

- g. Coordination of liaison between civilian operating departments and the Police and Fire Departments to assist in the development of civilian, peer counseling programs similar to those available for sworn personnel. (*Pers., CAO, Police, Fire) [F.3.1g]
6. Encourage community and public Mental Health and allied professionals to be trained in the treatment of traumatic stress by:
 - a. Actively promoting the concept that training in crisis management, post traumatic stress disorder, and critical incident debriefing be made a part of the licensing requirements and/or training for health care and mental health professionals, emergency service workers, and social service workers. (*Pers., Fire, Police, Red Cross, LAUSD) [F.4.1a]
 - b. Encouraging the Police Department to solicit the Commission on Peace Officer Standards and Training (POST) to design and accredit a course in post traumatic stress for protective service personnel. (*Pers., Police) [F.4.1b]
 - c. Encouraging a similar effort on the part of the Fire Department with regard to professional fire and EMS organizations. (*Pers., Fire) [F.4.1c]
 - d. Encouraging the L.A. Unified School District to include critical incident stress debriefing techniques as part of the training provided to school counselors and school nurses; and by encouraging them to design workbooks and curricula to help student work through the psychological trauma of a disaster. (*Pers., LAUSD) [F.4.1d]
 - e. Encouraging the American Red Cross to include critical incident stress debriefing and listening skills techniques as part of the training routinely provided to their staff and volunteer personnel. (*Pers., Red Cross) [F.4.1e]
 7. Develop a plan in conjunction with the Los Angeles County Mental Health Department for utilization of treatment facilities and the recruitment and certification of volunteer mental health professionals who would be mobilized in a disaster to provide assistance to public service personnel, disaster victims, and the community in general. (*Pers., CAO) [F.4.2]
 8. Continue the Mental Health Disaster Preparedness Task Group by meeting periodically to advise City staff on the plans and programs developed to address the issues outlines in this program element. (*Pers., Fire, Police, CDD, CRA, Rec. & Pks., Aging, LA Co., Red Cross, LAUSD) [F.4.3]
 9. Prepare materials for distribution citywide to prepare citizens to cope with psychological trauma under the guidance of the Mental Health Task Force and ethnic community leaders. (*Pers., CAO) [F.5.3]
 10. Develop a program that will educate the media regarding the significant impact they can have on post-traumatic stress. (*Pers., Mayor, Fire, Police) [F.6.1]

11. Develop materials for media distribution during a disaster to help mitigate post-traumatic stress. (*Pers., Mayor, Fire, Police) [F.6.2]
12. Identify a panel of experts to contract and interview regarding post traumatic stress. (*Pers.) [F.6.3]
13. Contact media of various ethnic groups to encourage that the diverse cultures within the City are appropriately informed on mental health issues at the time of a disaster. (*Pers., Mayor) [F.6.4]
14. Develop and implement a mental health disaster plan with the addition of professional staff in the Personnel Division. A member of the professional staff should report to the Emergency Management Committee to advise the committee on psychological issues related to emergency planning and management. (*EOB, *Pers., CAO) [F.2.2]
15. Encourage the Police and Fire Departments to designate appropriately trained personnel to be available during a major disaster for the psychological management of the front line workers of their respective departments. (The mental health professional staff within the Police and Fire Departments is insufficient to provide adequate coverage to front line emergency service workers at the time of a widespread disaster). (*Pers., *EOB, Police, Fire) [F.3.2]

Post-event Actions

1. Carry out policy and procedures (psychological) following a major disaster. (*Pers., Fire, Police, Red Cross, LAUSD.) [A.11.3]
2. Redeploy personnel as necessary. (*Pers., All) [C.1.13]

Department of City Planning
Recovery and Reconstruction Division

Pre-event Actions

- 1a. Coordinate the development, involving multiple agencies, of a Recovery and Reconstruction Plan for the City, said plan to be subject to review and approval by the Mayor and the City Council. (*City Pln.) [E.2.2]
- 1b. Coordinate the development of recommendations for City Policy involving multiple agencies on Recovery and Reconstruction issues. (*City Pln., CRA) [E.2.1]
- 1c. Identify interdepartmental work group to coordinate the implementation of land use/reuse policies. (*City Pln.) [D.8.3]
- 1d. Review of any ordinances and legislation affecting the organization of the Recovery and Reconstruction Division be made by the Policies and Procedures Subcommittee of the Emergency Operations Organization. (*City Plng., All) [E.3.3]
- 2a. Coordinate the development of each Division of the Emergency Operations Organization's necessary operating procedures relating to Recovery and Reconstruction. (*City Pln., All) [E.2.3]
- 2b. Coordinate each Division of the Emergency Operations Organization's own implementation of the newly adopted policies, plan legislation and operating procedures relating to post-emergency Recovery and Reconstruction. (*City Pln., All) [E.2.4]
- 2c. Amend the Recover & Reconstruction Plan based on recommendations from the Psychological Aspects Task Force. (*City Pln., Pers., Fire, Police, CPD, CRA, Rec. & Pks., Aging, LA Co., Red Cross, LAUSD.) [A.11.2]
- 2d. Develop criteria to determine if the existing facility needs to be upgraded to current standards based on: (Pub. Wks., Trans., Water & Power, CRA, *City Pln.) [D.6.1]
 - Type and use of facility
 - Importance of upgrade in terms of public safety
 - Extent of damage
 - Age of existing facility
 - Cost
- 2e. Provide an evaluation system to allow the Recovery and Reconstruction Division to apply revitalization tools to areas affected by disaster (*CRA, *City Pln.) [D.5.9]
- 2f. Identify areas and uses where streamlined process should apply immediately after a declared emergency and determine when standard operating procedures should be restored as part of the responsibilities of the Recovery and Reconstruction Division. (*City Pln., CRA) [E.3.1]

- 2g. Determine standards prior to an event to be used by the Recovery and Reconstruction Division after an event for clearances and expedited procedures. (*City Pln., CRA) [E.3.2]
- 2h. Identify potential areas for redevelopment based on the criteria developed for new standards based on land use patterns, zoning consistency programs, and redevelopment objectives. (*City Pln., *CRA, Bldg. & Sfty., Pub. Wks.)
- 3a. Amend the Local Emergency Ordinance to detail the powers and organization of the Recovery and Reconstruction Plan for the City, said plan to be subject to review and approval by the Major and the City Council. (*City Pln., CRA) [E.1.1]
- 3b. Prepare implementation procedures, forms, and training; keep an updated list of members of the Division. (*City Pln., CRA) [E.1.2]
- 3c. Incorporate a hearing process for land use decisions in devastated areas. (*City Pln., CRA, City Atty.). [E.4.3]
- 3d. Insure that the Recovery and Reconstruction Plan is consistent with the Safety Element of the General Plan and amend either plan as deemed appropriate. (All, *City Pln.) [D.7.1]
- 3e. Draft ordinances and/or administrative procedures to implement mitigation measures of potential hazard areas as identified by the Safety Element. (*City Pln., CRA, C. Atty.) [D.7.4]

Department of City Planning

Pre-event Actions

- 1a. Expeditiously complete the Emergency Preparedness Planning Operating System (EPPOS) project related to natural hazards mapping. (*City Pln.) [D.2.1]
- 1b. Provide EPPOS information as part of General Plan Revision Process particularly in the Land Use decision making process and in EIR review. (*City Pln.) [D.2.2]
- 1c. Establish, during the General Plan revision process, long-range development priorities which would guide reconstruction plans. (All, *City Pln.) [D.2.3]
- 1d. Continue the current community plan revision work program but integrate geologic hazards information into the EIR's for the Community Plans and refine as more knowledge becomes available about hazards. (*City Pln., CRA, Bldg. & Sfty., Pub. Wks., Proprietary) [D.4.1]
- 1e. Design and develop a centralized computer mapping repository of pertinent geologic data obtained from case processing, i.e., core holes, water table levels, and bedrock geology and update the environmental atlas and data base as part of the Safety Element implementation programs. (*City Pln., Bldg. & Sfty., Pub. Wks.) [D.7.2]
- 1f. Establish program for temporary structures and sites for disrupted businesses. (*City Pln., CRA, Bldg. & Sfty.) [C.3.15]
- 1g. Develop emergency building provisions for temporary commercial use with appropriate time and use limitations. (*Bldg. & Sfty., *City Plan., Fire) [A.3.3]
- 1h. Develop a streamlined process and authority for handling permit processing following a major disaster for both routine and discretionary cases in disaster areas similar to the Emergency War Regulations and the Olympics Ordinance (Article 6 of the Los Angeles Planning and Zoning Code). (*City Pln., Bldg. & Sfty., CRA, Pub. Wks., Fire, Trans.) [D.5.1]
- 2a. Prepare implementation processes and enforce ordinances. (*Bldg. & Sfty., *City Plan., Fire) [A.3.4]
- 2b. Exercise the implementation processes and procedures using an earthquake scenario. (*Bldg. & Sfty., *City Plan., CDD) [A.3.5]
- 2c. Re-evaluate existing Building and Safety and Planning Code regulations pertaining to reconstruction, i.e., nonconforming rights. (*City Pln., Bldg. & Sfty.) [D.7.3]
- 3a. Develop a citizen participation process as part of the work program for the Safety Element (*City Pln.). [E.4.1]

- 3b. Develop a public information program for the Safety Element (*City Plan.). [E.4.2]
- 3c. Develop a public education program regarding natural disasters and require presentation at General Plan revision meetings. (All, *City Pln., *CRA) [D.2.4]
- 3d. Develop and evaluate alternative mitigation and relocation measures for land use policies related to potential high risk areas. Consider experience of other cities. (*City Pln., CRA, Bldg. & Sfty., Pub. Wks.) [D.4.2]
- 3e. Select appropriate mitigation measures for general various land uses policy within high risk areas. (*City Pln., CRA, Bldg. & Sfty., Pub. Wks.) [D.4.3]
- 3f. Design communication and information system to support decentralized permit system (i.e., utility like GIMS) (*City Pln., *Bldg. & Sfty., Info. Svcs., Pub. Wks., Fire) [D.5.5]
- 3g. Draft ordinances and/or administrative procedures to implement mitigation measures of potential hazard areas as identified by the Safety Element. (*City Pln., CRA, C. Atty.) [D.7.4]
- 3h. Insure that the Recovery and Reconstruction Plan is consistent with the Safety Element of the General Plan and amend either plan as deemed appropriate. (All, *City Pln.) [D.7.1]

Post-event Actions

- 1. Implement the processes and procedures for reestablishment of commercial services following a disaster. (*City Plan., *Bldg. & Sfty.) [A.3.6]
- 2. Review and refine steps taken in the short term recovery efforts. (All, *City Pln.) [C.2.1]
- 3. Increase and/or adopt new developer fees to finance public improvements consistent with private sector program. (*City Pln., Pub. Wks., Bldg. & Sfty., Fire, CAO, C. Atty.) [C.2.13]
- 4. Implement streamlined process following major disaster. (*City Pln., *Bldg. & Sfty., Pub. Wks., Fire) [D.5.2]

Police Department

Pre-event Actions

1. Designate the primary agencies responsible for security of sheltering, temporary distribution centers and other emergency response facilities. (Recr. & Pks., Gen. Svcs., *Police, Fire, CDD, CRA). [A.10.1]
2. Consider the feasibility of expanding the Neighborhood Watch program of the Police Department to include a component of disaster preparedness and/or dissemination of a brochure on mental health disaster preparedness. (*Police, Pers.) [F.5.1]

Post-event Actions

1. Provide security for sheltering, temporary distribution centers and other emergency facilities as appropriate following a major disaster. (Recr. & Parks, Gen. Svcs., *Police, Fire, CDD, CRA). [A.10.2]

Proprietary Department
Water & Power

Pre-event Actions

1. Make arrangements to obtain additional services from outside contractors to assist in restoring transmission lines with other utilities for mutual support to service. (*Water & Power) [B.1.13]

Post-event Actions

1. Provide temporary or emergency water and power services as available required. (*Water & Power) [B.1.10]
2. Restore those water and power facilities which affect the greatest number of persons. (*Water & Power) [B.1.11]
3. Strive to maintain water and power services for public police facilities, fire facilities, hospitals and life-support personnel customers. (*Water & Power) [B.1.12]

Public Works Department

Pre-event Actions

1. Establish criteria for prioritizing which public facilities and improvements should be addressed mitigated first. (*Pub. Wks., City Pln., CRA, Trans., Water & Power, Utilities, Bldg. & Sfty.) [D.3.2]
2. Prepare a comprehensive inventory of available disposal sites for the temporary storage and transfer of large quantities of debris, including hazardous materials. (Police, Fire, City Pln., Gen. Svcs., *Pub. Wks.) [B.1.5]
3. Determine legal issues related to suspending construction project and payments. (*Pub. Wks.) [C.1.19]
4. Periodically review mitigation design standards for bridges, tunnels and public streets in relation to potential hazards (*Pub. Wks., City Pln., CRA, Trans., Water & Power, Utilities, Bldg. & Sfty.) [D.3.1]
5. Develop program to upgrade or change infrastructure facilities based upon plan revisions. (*Pub. Wks., Trans., Water & Power) [D.6.2]
6. Develop a comprehensive list of needs for emergency contracts and agreements for materials, equipment, and warehousing space. (CAO, *Pub. Wks., *Gen. Svcs, Fire, Police) [B.4.2]

Post-event-Actions

1. Support restoration efforts by providing equipment or personnel as available, to assist in removing downed trees from deenergized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews. (*Pub. Wks., Gen. Svcs., Water and Power) [B.1.8]
2. Transfer and temporarily store debris, including hazardous materials. (Police, Fire, Gen. Svcs., *Pub. Wks.) [B.1.6]
3. Suspend capital construction projects and payments. (*Pub. Wks.) [C.1.20]
4. Apply to Federal and State agencies for reconstruction and construction services/projects, including: (*Pub. Wks., Prioprietary Depts.) [C.2.12]

FEDERAL

- Corps of Engineers (Request reconstruction of breakwater and harbor)
- SEABEES
- Coast Guard - Departments other than Department of Defense

STATE

- Department of Forestry - Conservation Youth Corps

5. Create assessment districts where appropriate: (*Pub. Wks., CLA) [C.2.4]
 - Mello - Roos District
 - Geologic Hazard Assessment District
 - 1911, 1913, and 1915 Bond Acts for public improvements
6. Evaluate damage assessment results following a major disaster based on Damage Assessment System and Damage Incident Reporting System and provide information to the Recovery & Reconstruction Division. (DIRS). (Bldg. & Sfty., *Pub. Wks., City Pln.) [D.5.6]

Recreation & Parks Department

Pre-event Actions

1. Develop a pre-incident plan for the use of private and public schools for temporary shelters and the timely return of the facility to its normal use. (*Rec. & Parks, LAUSD) [A.1.10]
2. Determine, based on predicted number of families, three alternate sites in various sections of the City and prepare a "tent city" plan for each site. (*Rec. & Pks.) [A.1.1]
3. Determine the features of a "tent city" plan (e.g., one sanitation facility for -X- number of people, optimum number of family tents, size of family tent, how many and what kind of businesses will be in a "city", what are their needs?) (*Rec. & Pks., CDD, Red Cross) [A.1.6]
4. Identify vendor and suppliers of equipment necessary to provide supplies and materials for temporary housing of people and businesses displaced by the major emergency (e.g., tents, portable sanitation facilities, etc.) using quantity and other characteristics. (Gen. Svcs., *Rec. & Parks, City Pln.) [A.1.5]
5. Contact Convention Bureau, Hotel and Motel Associations and arrange for a procedure to use during emergencies to provide rooms during declared major emergencies. Include consideration of procedures for accounting, necessity of formal agreements, compensation, etc. (CAO, Controller, Library, Fire, Pub. Wks., Bldg. & Sfty., *Rec. & Pks.) [A.4.1]
6. Develop procedures for City departments to arrange for sheltering out-of-town support personnel through a central point phone number and distribute. (*Rec. & Pks., CAO, Library, Controller) [A.4.2]
7. Complete a computerized inventory of possible shelter sites including open spaces, schools, etc., and the capabilities and features of each possible shelter site. (*Rec. & Parks, City Pln.) [A.1.2]
8. Identify temporary large group housing to facilitate rapid closure of emergency shelters. (*Rec. & Parks, CDD, CRA, Housing Auth.) [A.1.3]

Post-event Actions

1. Inspect and evaluate shelters before occupation, based on a prioritized schedule. (Bldg. & Sfty., Fire, *Rec. & Parks) [A.1.4]
2. Determine how much equipment and what type will be needed for a predicted event. (*Rec. & Pks.) [A.1.7]
3. Implement the process and procedures of developing a "tent city" after an event. (*Rec. & Parks, Police) [A.1.8]
4. Establish efficient and effective distribution system for food and other necessary supplies. (*Rec. & Parks, Gen. Svcs., Red Cross) [A.1.9]

Department of Telecommunications

Pre-event Actions

1. Develop a pre-event public information/education program which includes disaster preparedness information which could be distributed via cable television and pre-printed materials. (All, *Telecom.) [B.5.3]
2. Develop public service announcements that include the addresses, phone numbers and hours of operations for City offices that have been relocated and to inform City employees where to report to work after a major disaster. (CAO, Fire, Bldg. & Sfty., Pub. Wks., Recr. & Pks., Water & Power, Gen. Svcs., *Telecommunications, Police) [B.5.1]

Department of Transportation

Pre-event Actions

1. Identify primary and secondary ingress and egress routes through the City and prioritize them in terms of survivability. (Police, Pub. Wks., Hwy. Patrol, *Trans.) [B.1.4]

Treasurer

Pre-event Actions

1. Develop cash flow requirements and strategy by providing for: (CAO, Controller, *Treasurer) [C.1.14]
 - Investments sales at potential losses
 - Registration of warrants
 - Activation of existing back lines of credit
 - Expend reserve fund
 - Inter-fund borrowing
 - Freeze non-emergency expenditures

V. HAZARDS VULNERABILITY

VI. HAZARDS VULNERABILITY

The City has a number of ongoing efforts underway which provide the basis for a sound earthquake vulnerability assessment. They include:

1. Hazards Mapping
2. Cooperative Efforts with Federal and State Agencies
3. Geographic Information Management Study (GIMS)
4. Damage Assessment System
5. Integrated Data Base

Since vulnerability assessment is a fundamental platform on which to base recovery and reconstruction plans, it is recommended that these efforts be continued through completion as soon as possible. Each project is described briefly below.

Hazards Mapping

The Planning Department, working with consultants, has embarked on a project to map earthquake and environmental hazards citywide on a United States Geological Survey (USGS) quad sheet scale of 1:24,000. Four quad sheet areas are being used to demonstrate feasibility and cost estimates for the remainder of the City. Examples of these maps are shown as Maps # 12 - # 21 at the end of this Section. The maps from this project are part of the Emergency Preparedness Planning and Operations System (EPPOS) which is a computerized geographic information system.

Federal and State Cooperative Efforts

Efforts are underway to establish formal working relationships with such agencies as the United States Geological Survey (USGS) and State of California Department of Mines and Geology (CDMG) to enhance the hazard analysis and mapping effort of the Planning Department. Any effort by those agencies to conduct related research within the immediate geographic area should be vigorously supported as well.

Geographic Information Management Study (GIMS)

GIMS is a study nearing completion by the City to provide an implementation plan for building the City's integrated geographic information system. A system module is proposed to be developed related to emergency planning and damage assessment. It will support planning for responding to emergencies, disasters and hazardous situations, and damage assessment and recovery operations. EPPOS may be viewed as a component of this module.

Damage Assessment System

The Damage Assessment System, currently being designed with the assistance of a consultant, provides potentially valuable information for recovery and reconstruction planning. It will provide early warning as to the extent of damage about which recovery planners will be concerned, besides being key to financial reimbursements during the recovery process.

Integrated Data Base

During the Damage Assessment System design process, the concept of an integrated data base collection and maintenance effort was proposed that would be very beneficial to the City. The data base would contain structure inventories of both private and public properties. A coordinated effort between the following agencies could maintain the combined data base:

Fire
Building and Safety
City Clerk
Community Redevelopment

These Departments were selected because they each have projects involving field data collection procedures.

In addition to these ongoing efforts, there are a number of activities that should be explored in the future. These include:

- Seismic Intensity Modelling
- Secondary impact analysis resulting from an earthquake such as fires, landslides, explosions, etc.
- Modelling for probability of slope instability
- Warning system for earthquake and slope stability
- Use of immediate seismograph information for projection of estimated losses from earthquakes.
- Post-disaster assessment in comparison to predicted damage
- Post-disaster evaluation of mitigation measures and options

Due to the magnitude of these current and proposed projects, it is expected to take several years to complete them. Meanwhile, decisions will be made with the best available hazards data. These hazards data are based on local and regional factors, including geology, development patterns, building type, condition and the population at risk.

Fortunately, studies have been undertaken that have provided the City with an approximation of risk from earthquake hazards. For purposes of this Plan the sources used were:

1. Special Publication 60, developed by the California Division of Mines and Geology;
2. Pre-Earthquake Planning for Post-Earthquake Rebuilding, (PEPPER), William Spangle, Editor 1987; and
3. "Estimation of Homeless for Disaster Assistance Due to an Earthquake", Rachel Gulliver, 1986.

The remaining portion of this Section contains a description of expected damage to the City from the aforementioned material.

A. PROJECTED DAMAGE

RESIDENTIAL, COMMERCIAL, INDUSTRIAL PROPERTY,
INCLUDING THE HOMELESS POPULATION

A major earthquake would damage between 500,000 and 900,000 living units in the City. At minimum 2,000 - 20,000 units will be rendered uninhabitable, based on a threshold of greater than 50% damage. 1/ This figure could be higher if residents judge units damaged less than 50% uninhabitable. 2/ Housing damage will result in direct financial losses between \$694 million and 2.4 billion.

For purposes of this discussion "short-term" refers to a few days to a few weeks; "long-term", a few weeks to a few months; and "permanent", a living unit destroyed. Chart #1 shows expected damage costs for four earthquakes. It is noteworthy that residential structures suffer the most damage costs in each scenario. Chart #2 shows the expected distribution of damaged living units by communities in the City. Note that Wilshire, North Hollywood and Van Nuys suffer the largest amount of damage.

Living Units Damaged

<u>Epicenter</u>	<u>Damaged</u>	<u>Uninhabitable (50%)</u>
San Andreas 8+	521,004	2,371
Central L.A. 6+	885,706	18,968

Source: PEPPER, pgs. 49-54. Central LA event figures are extrapolated from general building damage estimates.

Cost of Residential Damage

San Andreas 8+	\$694 million
Central L.A. 6+	\$2.4 billion

Source: PEPPER, pg. 54

Earthquake damage would render between 25,000 and 150,000 households in the City homeless. Depending on the size of the household, this would result in 100,000 - 600,000 short-term homeless individuals (a few days to a few weeks). In a more long-range frame (a few weeks to a few months), 12,000 - 75,000 households and 50,000 - 300,000 individuals will be homeless, primarily due to structural damage. Between 7,000 and 50,000 households and 35,000 - 150,000 individuals will be left permanently homeless (living unit destroyed). Map No. 1 shows the expected distribution of homeless for a San Andreas earthquake.

Homeless Households

<u>Short-Term</u>	<u>Long-Term</u>	<u>Permanent</u>
24,970	12,720	7,940
150,000	75,000	50,000

1/ FEMA renders building uninhabitable if 20% or greater damage

2/ Actual experience is 20% based on investigation by Gallier, 1985

Homeless Individuals

	<u>Short-Term</u>	<u>Long-Term</u>	<u>Permanent</u>
San Andreas 8+	100,000	50,000	35,000

Source: Gulliver, pgs: 4-69, 8-10

Whittier Narrows Quake Damage

As reported in the Times, May 6, 1988, "the federal government has approved \$140,000 in earthquake disaster loans to residents of Los Angeles and Orange counties," a Small Business Administration official said. However, loans were issued to only 57% of the homeowners and merchants who sought SBA funds "about 14,300 applications have been processed since the October 1 earthquake and about 300 are still being handled." The average amount of quake damage reported by businesses was \$43,000. The average residential damage was \$17,000. Officials have estimated that the quake caused about \$360 million damage throughout Southern California.

Distribution of Pre-1934 Built Buildings

The PEPPER report targets the pre-1934 built buildings as being the most likely candidates for major damage. Map #2 shows that such buildings are concentrated in certain geographic areas and in which communities the concentrations occurs.

High Rise Pre-1934 Buildings

Perhaps the greatest concentration of damage will be in pre-1934 high rise buildings, Map #3 depicts the distribution of buildings that are five stories or greater. One of the communities expected to have concentrated damage is Wilshire. Map #4 identifies the portion of the community where pre-1934 buildings exist in the Wilshire Community.

B. PROJECTED DAMAGE

PUBLIC SECTOR SERVICES

The City can expect significant levels of damage to publicly operated buildings, bridges, port facilities, airports, roads, and to supporting utilities such as telephone systems, gas and electric power distribution systems, water lines, and dams. However, there is no existing projection of earthquake damage to these facilities in the City of Los Angeles, other than the dollar value of informal estimates that damage to public facilities will mount into the billions of dollars.

Special Publication 60, developed by the California Division of Mines and Geology, provides basic information on projected damage to public facilities in a major San Andreas earthquake in Southern California. These projections indicate substantial regional damage to all major utility systems, requiring repair times of weeks and, in some cases, months. The projections are regional in nature, however, a good idea of expected damage to pipelines servicing the City of Los Angeles is provided.

The following data is a hypothetical projection of damage to public buildings in the City, and should be treated as a very preliminary estimate for planning purposes only. The hypothetical projection is based on an assumption that the distribution of damage to public buildings will parallel that to private buildings. This assumes that structures operated by the City consist of the same mix of steel, concrete, and masonry that characterizes the private building stock, which may or may not be true.

HYPOTHETICAL DAMAGE TO PUBLIC BUILDINGS
FOR SAN ANDREAS & CENTRAL L.A. EARTHQUAKES
(% of Structures)

	Undamaged	Habitable	Not Habitable	Damaged Beyond Repair
San Andreas	55%	43%	1%	1%
Central LA	35%	61%	1%	1%

Legend:

"Habitable" indicates 50% damage. 1/

"Not Habitable" indicates 50-80% damage. 2/

"Damaged Beyond Repair" indicates 80-100% damage. 2/

These figures indicated that few structures will be damaged beyond repair, but that many will experience significant damage. This is particularly true for a hypothetical Central LA earthquake. The most problematic structures will be the large number in the "Habitable" category, particularly those sustaining 30-50% damage. These structures may technically be habitable, but many may be unusable if concerned employees are reluctant to re-occupy them.

The following computer-generated maps, Maps # 6-10, depict, in a general way, the extent of damage expected from a M 8+ on the San Andreas Fault. They are based on information from Special Publication #60 referred to above.

C. ECONOMIC IMPACTS OF A MAJOR EARTHQUAKE

While no research has yet identified the specific property losses to be expected in the City of Los Angeles following a major earthquake, some general regional estimates have been made. Overall property losses to Southern California following a major San Andreas earthquake have been estimated at \$15 billion (National Security Council), \$17 billion (California Insurance Department), and \$20 billion (CDMG Publication 60). A recent study estimates losses to building structure and contents in Los Angeles County alone at \$7 billion (Dames & Moore 1983). These estimates do not consider property losses from secondary hazards, such as post-earthquake fire, that could add billions to the loss totals. A secondary form of property loss that normally occurs is a temporary decline in property values in the heavily impacted areas.

In addition to property losses, major earthquakes typically produce business losses and fiscal losses in impacted communities. Business losses are related to the damage of equipment, supplies, inventory, materials, and structures owned by the business. The other major source of loss is related to interruption of business due to loss of working space, inaccessibility of an area closed by damage to nearby structures, or loss of customers reluctant to enter areas of concentrated damage. Interruption may lead to loss of sales, loss of jobs, and loss of productivity. Business interruption may be devastating for smaller or marginal businesses with fewer resources; in some cases, such concerns may go out of business following an interruption of more than a few weeks. Impacted businesses may also migrate to other areas.

1/ FEMA renders building uninhabitable if 20% or greater damage.
2/ Actual experience is 20% based on investigation by Callier, 1985

Business losses can lead to lowered productivity, unemployment, inflation, cancellation of projects, and loss of capacity to meet contracts. These losses can have a ripple effect on regional and national markets, particularly if key financial networks are temporarily incapacitated. Within the City of Los Angeles, serious business losses could result in property taxes. Significant reduction of public services due to fiscal loss could in turn worsen economic problems, leading to a cyclical downward spiral that could transform temporary losses into long-term problems.

Specific examples of economic vulnerability include:

- Small businesses in leased facilities highly dependent on location to attract customers.
- Businesses with expensive, fragile inventories.
- Businesses that are already marginal.
- Businesses in older buildings.
- Low income and minority businesses.
- Businesses that are dependent on computerized information systems linked to utility systems that may experience outages (banks, insurance, securities firms).
- Businesses dependent on tourism.
- Businesses with specific, non-flexible contract delivery times.
- Businesses for whom interruption would be critical due to highly competitive market conditions.

Table # 1 depicts, for illustration purposes, damage in selected U.S. Earthquakes after 1900.

Table #1

DAMAGE IN SELECTED U.S. EARTHQUAKES AFTER 1900

YEAR	LOCATION	DAMAGE LOSS IN MILLIONS (1979 DOLLARS)
1906	SAN FRANCISCO, CALIFORNIA	\$2000.0
1918	PUERTO RICO	\$ 28.6
1925	SANTA BARBARA, CALIFORNIA	\$ 47.0
1933	LONG BEACH, CALIFORNIA	\$ 266.0
1935	HELENA, MONTANA	\$ 19.0
1944	MASSENA, NEW YORK	\$ 8.0
1946	HAWAII	\$ 25.0
1949	SEATTLE, WASHINGTON	\$ 80.0
1952	KERN COUNTY, CALIFORNIA	\$ 150.0
1954	WILKES-BARRE, PENNSYLVANIA	\$ 3.0
1959	HEGBEN LAKE, MONTANA	\$ 26.0
1960	HILO, HAWAII	\$ 25.5
1964	PRINCE WILLIAM SOUND, ALASKA	\$1020.0
1965	SEATTLE, WASHINGTON	\$ 28.0
1969	SANTA ROSA, CALIFORNIA	\$ 13.0
1971	SAN FERNANDO, CALIFORNIA	\$ 900.0
1978	SANTA BARBARA, CALIFORNIA	\$ 15.0
1979	IMPERIAL VALLEY, CALIFORNIA	\$ 30.0
1983	COALINGA, CALIFORNIA	\$ 31.0
1984	MORGAN HILL, CALIFORNIA	\$ 10.0
1986	PALM SPRINGS, CALIFORNIA	\$ 5.3
1987	WHITTIER, CALIFORNIA	\$ 358.0

Sources: National Earthquake Hazards Reduction Program: Overview, 1983; Records, Governor's Office of Emergency Services. Dollar losses before 1983 are reported in 1979 dollars.

D. PROJECTED DAMAGE

LAND USE/RE-USE POLICY DISCUSSION

Following a major earthquake the City can expect extensive damage to both the public and private sectors as indicated previously in A. B. and C. of this Section. It is anticipated that damage would occur in proportion to the degree of hazard in an area. The following maps depict a variety of hazard types and likely locations where such hazards may occur. The maps are intended to be used for emergency planning demonstration purposes only. Hazardous threats to facilities shown require specific site evaluations and detailed data beyond what is contained on these maps. Map # 11 shows a candidate area for reconstruction planning, the Wilshire Community. A candidate planning boundary has been drawn around two areas where there is a concentration of unreinforced masonry buildings. Again, this map is for demonstration purposes for emergency preparedness planning.

Table # 2 shows summary descriptive information of the parcels located in one of the candidate areas on Map # 11. Table # 3 shows detailed parcel data from the same area.

Map # 12 is an index map showing four USGS quad sheet areas that have been used as demonstration areas for hazards mapping.

Maps # 13-21 are illustrative preliminary data maps that depict the nature of hazards in parts of the City. Overtime, the data contained in these maps will be enhanced and expanded to cover the entire City in accordance with the cooperative efforts with federal and state agencies referred to above.

Table #2

Sample Report
 Wilshire Community Candidate Area for Reconstruction

**** Earthquake Data Area Report Summary ****

Total Number of Locations in Study Area: 207

** Breakdown of Buildings in Area by:

Year Building was Built		Number of Stories	
No Date Given	0	1	57
1901-1909	0	2	33
1910-1919	7	3	26
1920-1929	177	4-5	85
1930-1934	22	6-10	6
Before 1900	1	11-20	0
		More than 20	0

** Breakdown of Area by:

Number of Businesses

1	46
2	11
3-5	23
6-10	20
More than 10	3

** Breakdown of Buildings in Area by:

Number of Employees		Number of Dwelling Units	
1-5	42	1	6
6-10	21	2-5	8
11-25	32	6-10	2
26-50	5	11-25	23
51-100	2	More than 25	92
More than 100	1		

Number of Buildings at Address

1	199
2-3	4
More than 3	4

Table #3

Sample Report
WILSHIRE COMM. SELECTED CANDIDATE RECONSTRUCTION AREA

<u>Address of Building</u>	<u>Year Built</u>	<u># of Stories</u>	<u># Employees</u>
00100VERMONT AV S	22	2	4
00101VERMONT AV N	33	1	5
00101VERMONT AV S	28	1	5
00101VERMONT AV S	21	1	9
00101VERMONT AV S	21	1	7
00101VERMONT AV S	21	1	1
00103EDGEMONT ST S	29	4	0
00111VERMONT AV S	21	1	5
00118WESTMORELAND AV N	26	3	0
00123VERMONT AV S	25	1	1
00124WESTMORELAND AV N	27	3	0
00127VERMONT AV S	21	1	6
00127VERMONT AV S	21	1	1
00129OXFORD AV N	27	3	0
00130WESTMORELAND AV N	26	3	0
00133VERMONT AV S	21	1	2
00135NEW HAMPSHIRE AV N	27	4	0
00138WESTMORELAND AV S	26	4	0
00141VERMONT AV N	26	1	0
00144EDGEMONT ST S	27	2	0

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